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**STRATEGIC PLAN OF VSB-TUO  
2021 — 2027**



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## STRATEGIC PLAN OF VSB-TUO 2021 — 2027

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## RECTOR'S NOTE

The Strategic Plan must define the methods and processes for achieving the expected objectives. However, there are some things that simply cannot be numbered, organized, or planned. One of these things is co-operation. Our university as a whole has outstanding prospects for meeting the most difficult objectives. We are capable of resolving the most demanding projects, we have superb experts in our research areas, but despite this, we do not rank among important universities on a European or global scale. The proposed strategy contains a possible guide for creating an environment for the future success of the university. This objective can only be fulfilled under conditions of mutual co-operation and respect.

The future growth of our university depends on the maximum engagement of VSB-TUO in the transformation of our region. This transformation will require maximum emphasis on education, because our region's future lies in our students and graduates. And that's one of the reasons we want to transform our university campus into a living laboratory: so that students will be surrounded by the technologies they will use in the future. This isn't just about technology, but also social economic impacts. This places major demands on the selection of research directions that will support such a transformation. One key aspect I'd like to mention is the multidisciplinary of future research. Apart from teaching and applied research, in the future we must also strengthen our basic research so that our applied research will build on it and achieve sustainability. We can use this to define the position of our university on a global scale through a selection of universities and research centres with the same focus to which we can compare ourselves.

We can divide the conditions of our future success into the tangible and intangible. The Strategic Plan presented here defines the framework of the tangible and quantifiable environment. Yet the intangible, unquantifiable conditions are no less important. One of them is social responsibility, where our university holds up under comparison with even the most respected of universities.

In closing, I would cite the most fundamental measure of the success of our Strategic Plan, which is one of the basic differentiators between universities: there are universities that make the rules, and universities that follow them. The Strategic Plan of VSB-TUO presented here will be successful if we become a university that makes the rules.

prof. RNDr. Václav Snášel, CSc.  
Rector, VSB-TUO



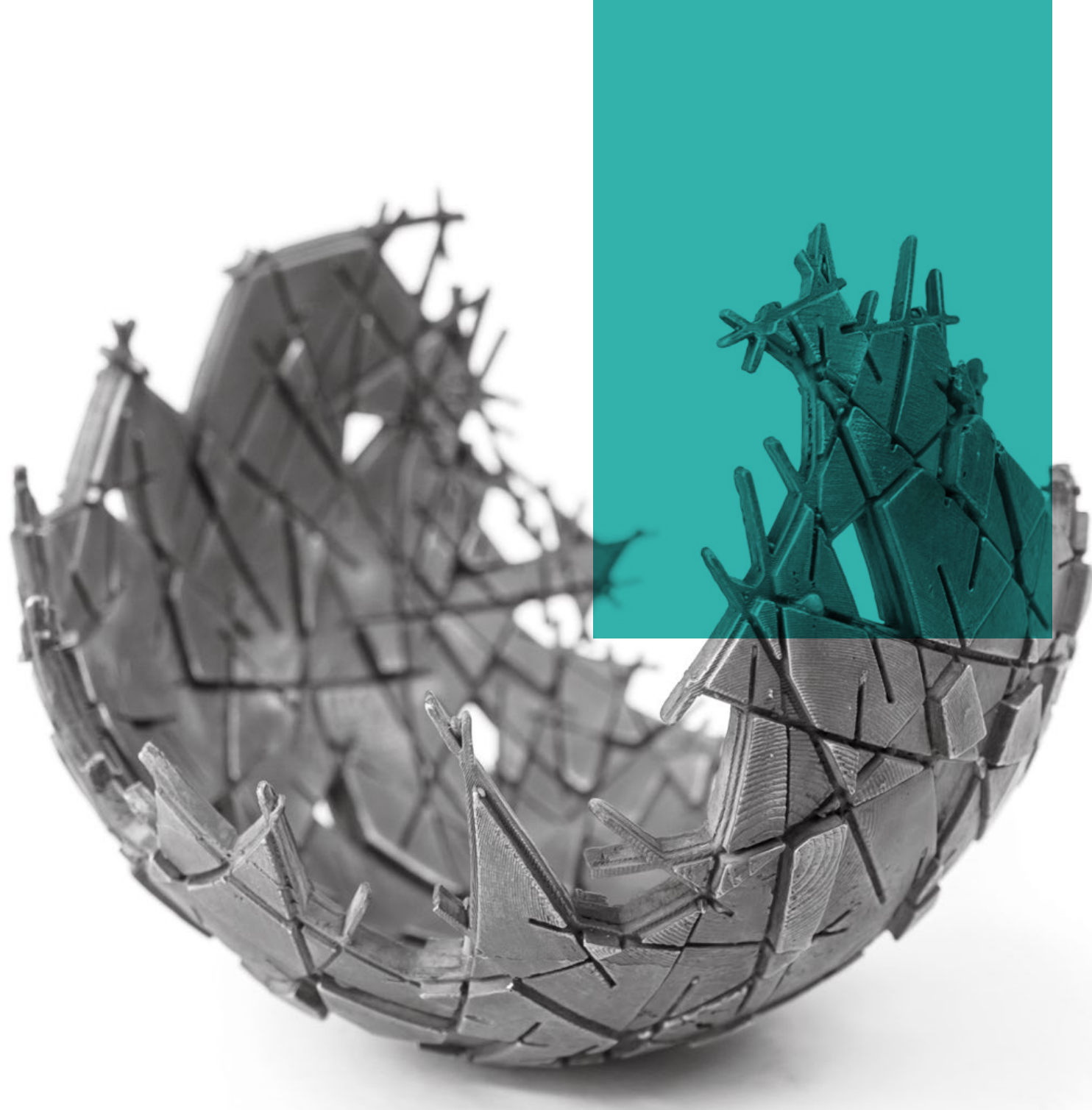


# VISION

We are a self-confident university respected by industry that successfully cultivates the individual professional and personal expectations of future graduates.

We are a unique, living laboratory with high-profile and internationally recognized research that addresses the future challenges of society in real time.

Everyone at our university contributes to the future success of individuals, the university itself, and society as a whole.



# VALUES

## The courage to innovate

We are distinctive for our curiosity and our efforts to move things forward, beyond the horizon of contemporary knowledge. We are a living laboratory where knowledge acquired is further developed and subjected to examination and verification for application in practice. We have the courage to seek out non-traditional solutions to current and future challenges.

## Achieving through quality

We strive for uniqueness in everything we do, and we do the things where we can be the best. For us, quality is not only our goal but also the way we work. We work to derive the maximum benefit in relation to our students, employees, and partners.

## A team can do more

The diversity of our teams is one of our university's strengths. Teamwork and solidarity, founded upon mutual respect and openness, are what bind our university into a single organism. We require each other to uphold moral and ethical principles of behaviour.

## Conscious of our responsibility

We feel we are an integral part of the broader society. We want to set an example for responsible behaviour and thereby positively impact the world around us. We believe in the transformative power of knowledge and consciousness.

## Support and stability

We are support for students and employees and a reliable partner. We create a stable and safe environment for developing personalities, where innovative thoughts and ideas are born and grow. Practical education has become an integral part of our DNA.





STRATEGIC PRIORITIES AND OBJECTIVES OF VSB-TUO 2021+

EDUCATION FOR PRACTICE



1. To stabilise the number of students



2. To be a university with high level of employability of graduates in the field

RECOGNIZED RESEARCH



3. To be a recognized centre of oriented research



4. To be an incubator for promising employees

EFFICIENT FUNCTIONING



5. To effectively manage and use the capacities of the university



6. To create a motivational environment for development of personalities and teams



7. To change the perception of the VSB-TUO brand internally and externally



8. Internationalization





# PRIORITY A

## EDUCATION FOR PRACTICE

In today's dynamic world, quality education must be open and flexible, enabling development of not only the technical qualities of an individual but also their personality traits. A university assuming the proverbial top of the educational pyramid must be sufficiently prepared for such an endeavour. Full adaptation of educators to new forms of teaching, as well as the simplification of administrative processes through digitalization, are key prerequisites for correctly handling the challenges posed by this new era. A school attractive

for students must be not only a very efficient institution, but also a friendly environment that enables educators to serve students more as guides, coaches, and mentors rather than merely as teachers in the traditional sense. It must also always keep in mind that the ultimate objective of education is to prepare students to apply themselves in practice, employment, or entrepreneurship, and thus significantly affect the development and transformation of the region.



## Strategic Objective 1

### TO STABILISE THE NUMBER OF STUDENTS

#### Reasons for objective

VSB-TUO has long been one of the key universities in the Moravian-Silesian Region. Each year it provides professional technical education to thousands of students. The maximum number of students was reached in the academic year 2009/2010, to be followed by a demographic decrease in the number of young people, which combined with other factors resulted in a significant drop in the number of students studying at the university. So one of our main priorities is to stabilize the number of students through active motivational work with secondary school pupils and teachers with the goal of guiding them to a suitable field of study. Another benefit should be simplification of the admissions process through digitalization and other refinements.

#### Key success indicator

- » The variance between total number of students at VSB-TUO compared to the 2020/2021 academic year ranges from -5% to +15%.

Compensatory courses with appropriate individual counselling are then provided as a form of support to first-year students.

The quality of education also fundamentally influences the number of students. Innovative forms of education enable us to combine presentation and distance learning methods and are vital for keeping pace with modern trends. This all increases pressure on the competencies of educators, whose development the university wants to support. The massive onset and growing popularity of online education now challenges VSB-TUO to accredit new study programmes for distance learning in Czech and in a foreign language in areas demanded by the labour market and society.



A

PRIORITY A

EDUCATION FOR PRACTICE

Strategic Objective 1:

To stabilise the number of students



**Operational Objective A 1.1**

*A university welcoming of applicants and students*

Making the student admissions procedure more attractive not only by digitalizing it, but also through specific activities that help prepare applicants for enrolment in the university. We will also increase the offering of suitable counselling services and compensatory courses for first-year students designed to improve their academic success.



**Operational Objective A 1.2**

*Increasing the standard of the teaching abilities of instructors*

Preparing the university for the implementation of “blended learning”. In this area, both presentational and distance teaching methods will be used synergistically at quality matching that of current trends in education.



**Operational Objective A 1.3**

*Support of flexible and distance methods in education*

Supporting the implementation of flexible forms of education for all types of study and through accreditation of distance learning programmes. At the university level, it will also be introduced lifelong learning courses within the so-called UpSkillling. Also encouraging accreditation of study programmes in a foreign language.

## Operational Objective A 1.1

### A UNIVERSITY WELCOMING OF APPLICANTS AND STUDENTS

The constant increase of the attractiveness of the university is a natural process enabling the provision of quality education adapted to current needs. The goal is to enhance a pro-client approach that will give rise to innovative forms of teaching, accreditation of new study programmes with international reach, and expansion of co-operation with secondary schools. Greater emphasis will be placed on communicating the needs of schools via the University Pedagogical Board.

This helpfulness and openness will already be reflected in the first contact with potential applicants during Open Days or various education trade fairs and in a more understandable and user-friendly digital admissions procedure. New students will then have access to technical compensatory courses in various subjects, as

well as additional services in counselling centres through which the university will increase opportunities for better preparedness for study. Expanding the offering of these services as well as increasing their attractiveness should lead to a decrease in academic failure during those first years. The intention is also to prepare and implement some of them for foreign applicants or students. The support of an integral mobile phone application will enhance the clear presentation of these services and increased appeal.

As a university with institutional accreditation, VSB-TUO uses a system of recognition of previous education abroad, which in the near future will become a part of its education information system.

#### Changes we want to make

- » Simplification of the admissions procedure for applicants wishing to enrol in the university.
- » Better availability of current information on education, study, and events organised by the university through a unified mobile application.
- » Strengthening the position of the university in relation to applicants through the use of modern technologies and promotional channels.

- » Adapting the offering of compensatory courses to current needs with the goal of increasing academic success of first-year students in particular.
- » Enhancing the quality of the selection of an appropriate study programme for a specific applicant through the services of counselling centres.

#### Success indicator

- » Stabilizing the ratio of unique registered applicants and enrolled students.
- » Academic success in the first year of bachelor's studies increased by 5% compared to the 2019/2020 academic year.

#### Planned actions

- » Digitalization of the admissions procedure. [SP MEYS: 6.A ]<sup>1</sup>
- » Creation of a user-friendly and attractive mobile application for students [SP MEYS: 6.A ]
- » Expansion of preparatory courses for applicants. [SP MEYS: 2.A / II.6 ]
- » Opening a unified counselling centre. [SP MEYS: 1.C / 2.A ]

#### Responsibility

- » Vice Rector for study affairs

#### Resources

Institutional Programme 2021/Program to Support Strategic Management 2022+, Centralised Development Programme, Ministry of Education, Youth and Sport, EU resources, own resources.

<sup>1</sup> The content of square brackets indicates a link to the operational objective(s) of the Strategic Plan of the Ministry of Education, Youth and Sports for higher education institutions (see pages 142-144).



## Operational Objective A 1.2

### INCREASING THE STANDARD OF THE TEACHING ABILITIES OF INSTRUCTORS

IT development brings new opportunities to the area of education as well. Though personal contact is hard to replace, the university is capable of implementing its educational activities through distance learning with the same or, when using methods and tools appropriately, even higher efficiency. In connection with the onset of COVID-19, educators were subjected to a test of preparedness for distance learning, which brought with it a series of problems. It was shown above all that they need new competencies and better material preparedness in order to use new interactive and innovative education methods. These can then be effectively combined with presentational and distance learning processes.

Some educators and students find it difficult to embrace distance learning, partly due to a

lack of background and material, but also from a psychological perspective arising from mere lack of experience. This is why one of the goals is to build platforms for sharing experiences when introducing distance learning methods.

For developing pedagogical competencies, IGIP courses, which have a tradition at the university, will continue to be offered here. Training sessions and workshops will also be organised on distance learning methods and participation will be supported in similar events organised by other entities.

Taking such steps will lead towards creation of a positive image of the university in relation to the use of distance learning methods in accredited study programmes.

### Changes we want to make

- » Distance learning will be an integral part of the functioning of the university at a scope and quality that effectively supports the presentational form of teaching.
- » Educators and other employees will be sufficiently qualified and armed with the competencies necessary for implementing a “blended learning” form of education in accordance with current trends.
- » The university is prepared in terms of its equipment and facilities to implement distance learning.

### Success indicator

- » Annual technical training of at least 10% of employees working in education.

### Planned actions

- » Development of pedagogical competencies leading to the use of modern forms and methods of education. [SP MEYS: 1.A ]
- » Strengthening the knowledge and abilities of teachers in the field of distance learning. [SP MEYS: 1.A / 2.A ]
- » Creation of a platform for sharing experiences. [SP MEYS: 1.A / 2.A ]

### Responsibility

- » Vice Rector for study affairs

### Resources

Institutional Programme 2021/Program to Support Strategic Management 2022+, Centralised Development Programme, Ministry of Education, Youth and Sport, EU resources, own resources.

## Operational Objective A 1.3

### SUPPORT OF FLEXIBLE AND DISTANCE METHODS IN EDUCATION

Implementing flexible forms of education is nothing new to the university. Nevertheless, in terms of scope and format, the potential for their development has yet to be fully exhausted, particularly in relation to the potential socioeconomic, geographical, health, and other barriers encountered by students. One of the plans for the upcoming period is to increase support of the combined form of study, accreditation of distance learning study programmes, and support for introducing the elements of distance learning methods into all forms of study.

The university currently offers no study programmes in distance learning format. It appears to be highly beneficial to gain accreditation for selected programmes in Czech and a foreign language as well, particularly given the problems with visits

and matriculation by foreign students. As experiences with the implementation of distance learning during the COVID-19 pandemic have

proved, there is huge potential here for development of so called blended learning. Professional multimedia teaching materials will be prepared for key study subjects/programs within the offered university „online courses“. Everything should be implemented based on mapping the needs of the individual faculties and the labour market.

In the following period, new processes and tools for evaluating the quality of already accredited study programs and those newly accredited will be introduced for the permanent internal quality assurance of educational activities. Simultaneously, the implementation into the IS Edison will be ensured, which already enables the creation of complete accreditation files in a digital environment, including control and assistance systems to ensure the required quality. The quality of accredited study programs is supervised by the Internal Evaluation Council (RVH) and the Education Commission's advisory body following applicable legislation.

#### Changes we want to make

- » Accredited study programmes for distance learning accessible also to foreign students.
- » Strengthening the elements of distance learning methods for the presentation and combined form of study.

- » Building a platform of the university „online courses“ with a range of multimedia teaching materials for key study subjects/programs.
- » Functioning, complete system for assessing the quality of accredited study programmes implemented in IS Edison.

#### Success indicator

- » At least five accredited study programmes for the distance form of teaching.
- » 100% of vocational subjects taught have incorporated elements of distance learning (blended learning).
- » The number of study programmes offered in English has grown by 10% compared to the 2020/2021 academic year.

#### Planned actions

- » Introduction of new study programmes in the distance learning format, not only in Czech but also in a foreign language. [SP MEYS: 2.A / 2.B / 2.D / I.2.A / I.2.B ]
- » Supporting the implementation of distance learning methods in presentational and combined study formats. [SP MEYS: 2.A / 2.B / 2.D ]
- » Support for the creation of multimedia teaching materials within the university „[SP MEYS: 2.D]
- » Incorporation of an established processes quality system of educational activities with IS Edison and their active use. [SP MEYS: 1.B ]

#### Responsibility

- » Vice Rector for study affairs

#### Resources

Institutional Programme 2021/Program to Support Strategic Management 2022+, Centralised Development Programme, Ministry of Education, Youth and Sport, EU resources, own resources.

## Strategic Objective 2

### TO BE A UNIVERSITY WITH A HIGH LEVEL OF EMPLOYABILITY OF GRADUATES IN THE FIELD

#### Reasons for objective

Societal trends whose direction cannot be easily predicted require a change in approach to education. The ability to adapt and find one's own place in the world will be a key skill that will determine the level of placement in one's field.

It will be necessary, but no longer sufficient, to increasing the incorporation of practical elements in teaching. It will also be necessary to take into account the needs and abilities of students by applying an individual approach and supporting their development, creativity, and talent. Only in this way will it be possible to bring above-average academic results to motivated students and ensure their success in life. An interesting portfolio of courses will then be available to the general public in the area of continuing education.

In the upcoming period, the role of counselling centres will be expanded, as will the opportu-

nities for developing key competencies leading towards better quality of professional and personal life. Support of entrepreneurial spirit and better preparation for career growth will be developed at the university-wide level, with an emphasis on language skills as well.

The university is part of the broader society, and it is necessary to think in the context of and based on co-operation with external entities, especially industry and other national and foreign organizations. This will ensure that graduates are prepared for the easiest possible transition to the labour market and will significantly help develop the region. Systematically conceived co-operation at the faculty and university levels deserves meaningful support in the coming period.

#### Key success indicator

- » 80% of respondents engaged from among VSB-TUO graduates five years or less since graduation stated that they have successfully applied themselves in the field they studied at VSB-TUO.



PRIORITY A

EDUCATION FOR PRACTICE

Strategic Objective 1:

To be a university with a high level of employability of graduates in the fields



**Operational Objective A 2.1**

Enhancing the connection of study programmes with professional practice

The goal is to substantially strengthen practical aspects of study in the form of professionally focused study programmes or practical elements incorporated into teaching. These would support the relevance of studies for the future placement of graduates while being accepted by industry and other entities in the application sphere.



**Operational Objective A 2.2**

Supporting the individual needs of students and others in continuing education

Fulfilment of the individual need of students relating to sensible interconnection of personal and academic life, with the goal of increasing the likelihood of successful completion of study. Gifted students will also be supported and offered opportunities for further development by the university. The scope and relevance of content is expected to increase in relation to the current needs of society with regard to continuing education and University of the Third Age.



**Operational Objective A 2.3**

Strengthening students' language skills

Improving the language skills of students and graduates in the form of available and directly applicable activities linked to the education process but also outside of it. A part of this objective is the support of language skills of employees in accordance with the increased internationalization of the university.



**Operational Objective A 2.4**

Development of key competencies of students for better quality of professional and personal life

The goal is to support the development of university career centre services focused on strengthening the key competencies of students meaningfully supplementing the technical education provided in order to improve the placement of the individual in professional and private life. Furthermore, to systematically and centrally support the entrepreneurial spirit of students at the university in a manner that will realize the potential of opportunities with cultural, social, and commercial value.



**Operational Objective A 2.5**

Enhancing co-operation with external entities

The goal is to develop cooperation with external entities systematically and using modern instruments at the university-wide level. Closer interconnection leads to a meaningful positive impact not only on the overall image of the university, but on students and fresh graduates in particular.



## Operational Objective A 2.1

### ENHANCING THE CONNECTION OF STUDY PROGRAMMES WITH PROFESSIONAL PRACTICE

Study at university leads to professional placement, and one of the tasks of VSB-TUO is to prepare students for a successful career in the labour market, but also in the research field. A challenge for the coming period will be to improve motivation among faculties to prepare and carry out professionally oriented study programmes. Another is the increase of practical elements in existing programmes. Students must perceive their studies as beneficial for future placement and respected by industry or other entities in the application sphere.

Part of this important change is access to relevant data on the fields in which it would be ideal to attain accreditation for professional-

ly oriented study programmes or subjects of existing programmes where it would be ideal to incorporate more practical elements into instruction. Stronger engagement of experts from the practical sphere in teaching, excursions, practical experience linked to credit hours, co-operation with the application sphere in seminar and qualification work – these and other activities will be systematically and conceptually incorporated with options for monitoring which outcomes will facilitate further development of faculties and their focus on practice.

#### Changes we want to make

- » Faculties keen to have in their portfolio professionally oriented study programmes or practical elements incorporated into teaching in accordance with the future placement of the student.
- » From the perspective of students, attractive and professionally oriented study programmes or practical elements incorporated into teaching that are also respected by the industry.
- » The university is capable at the level of individual faculties of assessing the scope and elements of practice in individual subjects in the academic year.
- » The ability to regularly and systematically monitor the placement of graduates in the labour market.

#### Success indicator

- » A minimum of five newly accredited, professionally oriented study programmes.
- » 30% of subjects taught have introduced predefined practical elements (e.g. excursion, lecture by an expert from practice).

#### Planned actions

- » Selection of areas suitable for the preparation and completion of accreditation of new, professionally oriented study programmes. [SP MEYS: 1.C ]
- » Evaluation and selection of subjects in existing study programmes for which practical elements and their implementation will be enhanced, including a method for their regular evaluation. [SP MEYS: 1.C ]
- » Data-unified regular analyses and evaluations of the placement of graduates in the labour market. [SP MEYS: 1.C ]

#### Responsibility

- » Vice Rector for study affairs

#### Resources

Institutional Programme 2021/Program to Support Strategic Management 2022+, Ministry of Education, Youth and Sport, EU resources, own resources.

## Operational Objective A 2.2

### SUPPORTING THE INDIVIDUAL NEEDS OF STUDENTS AND OTHERS IN CONTINUING EDUCATION

Each year, VSB-TUO provides education to several thousands of students, i.e. thousands of individual personalities. Despite this, the goal is to be a university with a human face that cares about every individual. Such an individual will encounter numerous barriers over the course of student life associated with study, personal life, or a handicap.

Developing counselling centres and expanding their portfolios will support study success. By providing individual services, mainly to students with specific needs, the university will more intensively provide support for their successful graduation, even despite personal or other barriers. Meanwhile, the academic success of these persons will increase thanks to the elimination of barriers in the physical environment of the university and the management and organisation of the educational process, as well as in their behaviour and attitudes.

Another priority is support for gifted students. Here, the goal is to develop a system for search, selection, and consequent offering of opportunities within the university and outside of it.

Significant emphasis will be placed on promoting and expanding the portfolio of offered professional continuing education courses, especially focusing on the so-called UpSkilling of economically active residents. It is planned complete electronicization of established processes into IS Edison and targeted promotion of a comprehensive offer of these courses and their completion conditions. All this to offer attractive courses to improve the competitiveness and employability of persons from the ranks of the public and students alike. In the same way, the university will continue to support the openness of the academic environment towards the elderly as part of the University of the Third Age.

#### Changes we want to make

- » Students with specific or individual needs are capable of finding support at the university in services that meet their individual requirements in their studies or in their student or personal lives.
- » Services provided to students on an individual basis categorically reduce academic failure in all phases of student life.

- » The university is capable of systematically searching for and supporting talented students.
- » Functioning network of counselling centres with an attractive offer promoting academic success.
- » Centralized offer of professional courses (so-called UpSkilling) to improve the competitiveness and employability of people completely implemented in IS Edison.

#### Success indicator

- » Increased academic success in the first year of bachelor's study by 5% compared to the 2019/2020 academic year.
- » A functioning, university-wide system for support of gifted students is capable of supporting at least 2% of the total student population.
- » At least 40 lifelong professional courses will be actively offered every year.

#### Planned actions

- » Preparation and implementation of a system to support gifted students. [SP MEYS: II.4 ]
- » Assessment of the relevance of the current continuing education offering in accordance with the requirements of the current era and clients. [SP MEYS: 2.B ]
- » Support of services increasing academic success in the form of developing support centres or individual counselling services. [SP MEYS: 1.C / 2.A ]

#### Responsibility

- » Vice Rector for study affairs

#### Resources

Institutional Programme 2021/Program to Support Strategic Management 2022+, Ministry of Education, Youth and Sport, EU resources, own resources.

## Operational Objective A 2.3

### STRENGTHENING STUDENT LANGUAGE SKILLS

In today's globalized world, language skills are one of the fundamental competencies that are prerequisites for successful engagement in work, business, and life. The development of remote work opens new international opportunities without the need for relocation or travel. Likewise, a long-term trend can be seen in the requirements of companies for proficiency in at least one foreign language used throughout Europe or the world.

The goal is to strengthen the language skills of university students, including foreign ones. The ideal graduate of VSB-TUO should be proficient in spoken and written English and capable of working in this language routinely within their field and beyond. It is also appropriate for such a graduate to be proficient in at least one additional world language other than his or her

own on a communicative level, so that it may be increased to a professional level if needed. This will increase the competitiveness of graduates on the global labour market and in business.

The level of language capabilities will be supported by an increase in the offering of language courses and elective subjects in foreign languages. At the same time, the offering of employee language courses will become more attractive and will even grow as part of support for development of internationalization activities at the university.

The formal standard of language education will continue to advance through scholarships for ECL tests with the goal of increasing the number of successfully attained certificates.

#### Changes we want to make

- » University graduates are capable of using English in professional and personal life without major limitations, and can handle yet another world language on a communicative level.
- » Many students take advantage of the opportunity to take an ECL test right here at the university.

- » The offering of language education is targeted, comprehensible, and easily accessible to all students and employees.
- » A foreign language version of a subject may be selected in master's study programs.

#### Success indicator

- » Every student of VSB-TUO has the possibility of taking at least 1 course in English (bachelor's study programs) and 2 courses in English (master's study programs) in at least 50% of newly accredited study programmes.

#### Planned actions

- » Increase in the number of vocational subjects taught in English. [SP MEYS: 1.C / I.2.A ]
- » Expansion of the offering of opportunities for foreign language development through courses, elective subjects in foreign languages, or other activities geared towards students and employees. [SP MEYS: I.2.A / I.2.B ]

#### Responsibility

- » Vice Rector for study affairs

#### Resources

Institutional Programme 2021/Program to Support Strategic Management 2022+, Ministry of Education, Youth and Sport, EU resources, own resources.

## Operational Objective A 2.4

### DEVELOPMENT OF KEY COMPETENCIES OF STUDENTS FOR BETTER QUALITY OF PROFESSIONAL AND PERSONAL LIFE

Education provided at a university traditionally focuses on developing technical knowledge and skills. And yet the 21st century is proving to be a century of transformation of approaches to education, both in form and content. Technological and social changes and their dynamics create barriers to the process of educating students that will be surmountable thanks in part to the development of key competencies and value orientations. These will become a prerequisite for future success and standing of the individual in professional and private life, regardless of whether the graduate starts a business or finds employment in the labour market.

The goal is to support the creation and development of services allowing for the development of key competencies necessary for graduates to

have a fulfilling career and life. The bearer of these services will be a unified university career centre capable of providing these services at high quality, with a conceptual approach, for all students of the university.

Emphasis will also be placed on another key competency of the 21st century, namely the “entrepreneurial spirit“, as well as the ability to exploit opportunities, ideas, and use them as a basis for creating value for others. A pro-enterprise attitude may become the source of opportunities with cultural, social, or even commercial importance, which will pay dividends not only in entrepreneurship and employment, but also in everyday life. The potential for developing entrepreneurialism is so important that its support will be managed systematically across the entire university.

#### Changes we want to make

- » Provision of high-quality and conceptual services aimed at developing key competencies for future application in professional and personal life, as well as a supplementary portfolio for primary education as part of a university-wide career centre.
- » A career centre as a place heavily visited by students (including foreigners) for its high-quality and meaningful portfolio of services applicable to both studies and life.

- » Systematic support of entrepreneurialism under a recognized university entity.
- » Entrepreneurial spirit as a part of the culture of VSB-TUO.

#### Success indicator

- » Each year, the VSB-TUO career centre will serve 20% of unique clients from the ranks of its students.
- » 10% of VSB-TUO graduates will have had practical experience with “idea acceleration”.

#### Planned actions

- » Development of key competencies of students within the university career centre. [SP MEYS: 1.C ]
- » Creation and implementation of a centralized support system for entrepreneurialism of students at the university. [SP MEYS: 1.C ]

#### Responsibility

- » Vice Rector for commercialization and industry co-operation

#### Resources

Institutional Programme 2021/Program to Support Strategic Management 2022+, Centralised Development Programme, Ministry of Education, Youth and Sport, own resources.



## Operational Objective A 2.5

### ENHANCING CO-OPERATION WITH EXTERNAL ENTITIES

Building relationships with external entities from the ranks of companies, public administration, private research organisations, and partner universities is one of the key aspects of developing the school in the area of education, as well as in science, research, and innovation. The potential for co-operation is highly important, and for the university it is vital to be part of the solution to regional, national, and international challenges contributing to the development of society. This applies particularly for a university such as VSB-TUO, which has worked with the application sphere over the long term, intensively, and in various forms. Individual collaborations take place at the level of faculties or institutes, yet the need and pressure for options for clearly defined co-operation at the university level has been growing for some time, particularly from external entities. The purpose of this operational objec-

tive is the strengthening of co-operation with external partners so that this can be implemented transparently at the university-wide level. Increasing connections to vocational practice, increasing the number of offers for internships, and providing simpler options for submitting technical papers are all activities that will be implemented in a systematized format using an open university platform. As with other activities, they will help develop the services of the VSB-TUO Career Centre in order to increase the potential of students. Clarity of co-operation will improve also through a unified system for managing relationships with external entities, with the goal of much more efficiently observing directions of co-operation and range of involvement, as well as other mutual relationships. Only then can the potential of mutual interconnection be better utilised.

#### Changes we want to make

- » Communication and co-operation of external entities with students and graduates is ongoing on a university-wide level in the form of a modern digitalized platform. Meanwhile, the university can use the acquired data to compare and analytically assess the individual elements of the co-operation.
- » Co-operation with partners outside the university focused on better placement of graduates is carried out at the faculty level and university level together through the VSB-TUO Career Centre.

- » The extent and form of co-operation with external entities can be monitored. The data obtained can also be used in real time by means of introducing a unified system for managing relationships with external partners.

#### Success indicator

- » Implementation of a modern digitalized platform for developing co-operation between external entities and students and graduates within 3 years of completion of studies, in which at least 30% of students are involving.
- » Implementation of a system for managing relationships with external entities and its connection to the partner programme.

#### Planned actions

- » Creation and introduction of a unified university platform for connecting education to practice (CRM - Customer Relationship Management).
- » Development of co-operation with external entities as part of addressing regional, national, and international challenges supporting societal development, but also co-operation with external entities relating to better placement of graduates as part of the activities of the VSB-TUO Career Centre. [SP MEYS: 1.C ]
- » Establishment of a unified system for managing relationships with external entities.

#### Responsibility

- » Vice Rector for commercialization and industry co-operation

#### Resources

Own resources.



# PRIORITY B

## RECOGNIZED RESEARCH

VSB-TUO is a university for whom a significant part of research activities is carried out in co-operation with industrial partners and with a focus on the specific problems faced by industry and society. Quality and recognized oriented research is a priority that represents a founding pillar for the future functioning and development of the entire institution, not only in terms of the benefit to learning in individual technical and economic fields, but also in terms of social relevance. The university is a key element in the transformation process and development of the region.

The effort is to become a respected centre of oriented research. This can be achieved if the university concentrates its efforts primarily in those areas in which it is capable of excelling. These key areas of oriented research are

energetics (including advanced materials and the environment), and High Performance Computing. Thus, topics for the region and the state are highly topical and necessary, as well as topics that are key for the European Commission, reflecting the strategies of Green Deal, Digital Europe, etc. This effort will also lead to increasing the quality of publication outputs and the results of applied research. VSB-TUO wants to achieve this, for example, by developing motivational and support tools for publishing employees and creators of quality subjects of intellectual property. Objectives leading to support of the professional growth of promising employees will be achieved, for example, by creating a doctoral studies school providing a comprehensive range of training courses.



## Strategic Objective 3

### TO BE A RECOGNIZED CENTRE OF ORIENTED RESEARCH

#### Reasons for objective

Research and development activities in areas of technical and economic fields developed at VSB-TUO reflect the current needs of industry and society. The strategic objective in oriented research is devoted to improving quality in all aspects of the university's activities, whether it be publishing or achieving excellence in selected research topics and the accompanying development of international and interdisciplinary co-operation. By meeting the stated goals, the university can achieve the

position of a respected partner for co-operation in research and development on both national and international levels. Developing educational and motivational tools will support the creation of high-quality publications in international teams of authors, preparing project proposals for international calls for proposals, and achieving excellence in key areas of oriented research.

#### Key success indicator

- » Increasing the overall number of publications above the median in the given fields and citation index of publications affiliated with VSB-TUO by 15% overall.



PRIORITY B

Strategic Objective 3:

To be a recognized centre of oriented research

RECOGNIZED RESEARCH

Operational Objective B 3.1

Increasing the number of quality publication outputs

The goal is to create high-quality publication outputs that will be perceived as a natural and integral part of the work of academics and researchers. This consists of the further development of motivational and support tools and incorporating publication performance into regular reviews of employees. Another goal is for more intensive media coverage of research and development outcomes for more effective presentation of topics addressed at VSB-TUO.

Operational Objective B 3.2

Increasing excellence in key areas of oriented research

Targeted care for excellence in oriented research, either in the form of support of authors producing excellent publication outputs or research teams submitting project proposals in international calls, with the aim of increasing the success rate of winning such projects. Financial support of excellent teams will also become an important motivational tool for building quality in key areas of oriented research in selected topics.

Operational Objective B 3.3

Development of interdisciplinary and international co-operation

Support of inter-disciplinary and international co-operation in the area of oriented research in order to strengthen the identified key areas and their competitiveness at the national and multinational level. Development of tools for supporting the submitting of research projects, RD&I management, and seeking out contacts for future collaboration. The goal is also to emphasize active communication and promotion of participation in national and international structures.

Operational Objective B 3.4

Development of the university's business potential

This operational objective is focused on creating a complex centralized system for developing the university's business potential through creation of results with foreign patent protection, effective methods for commercializing activities, and formation of new university spin-off companies. All of this contributes to the aim of becoming a visible and sought-after partner in the application sphere.

Operational Objective B 3.5

Building infrastructure for open science

In accordance with the priorities of the European Commission in the area of open science (especially open access to scientific publications and research data) and in concert with the implementation of open science principles in the national and international environment, VSB-TUO wishes to build a functional infrastructure for open science so that the results of our research and development can succeed in a competitive environment at the national and international level. An essential component of fulfilling this objective is involvement of the university in national and international activities that relate to the above issues.



## Operational Objective B 3.1

### INCREASING THE NUMBER OF QUALITY PUBLICATION OUTPUTS

Publication activity as a natural and integral part of the work of academics and researchers has become more strongly emphasized in the national context only in recent decades. With the introduction of the “Methodology for evaluating research organisations and targeted support programs for research, development and innovation” (hereinafter the “M17+”), emphasis is beginning to be placed also on the quality of technical publications produced. However, the applied results, which are also evaluated within module n. 1 M17+, will not be left out either. Their evaluation is then reflected in the financing of public higher education institutions. An acute need has therefore arisen to begin addressing this reality in a systematic manner. The quality of published outputs

affiliated with VSB-TUO has shifted noticeably in recent years below the median of the given fields, which presents an important area for further development.

The key task is therefore to support the creation of high-quality publication and applied outputs using motivational tools that will lead to a change of perspective on the work of academics and researchers. High-quality publications, particularly those created by international teams of authors, have become a natural way to present the results of the research and development conducted at VSB-TUO.

#### Changes we want to make

- » Increase in the volume of funding obtained from oriented research, which will be applied to the further conceptual development of the university.
- » VSB-TUO will become a sought-after partner for research co-operation in projects and publications.
- » A higher percentage of publications affiliated with VSB-TUO in international teams of authors.
- » Publication activity in high-quality technical journals as a natural part of the work of academics and researchers.

#### Success indicator

- » Increasing the overall number of publications above the median for the given fields by 15%.
- » Increasing the citation index of publications affiliated with VSB-TUO by 20%.

#### Planned actions

- » Modernization of the system of motivational support of publishing authors. [SP MEYS: 4.A ]
- » Linking publication activities to the employee evaluation system. [SP MEYS: 4.A ]
- » Media coverage of the successes of research employees. [SP MEYS: II.10 ]
- » Long-term conceptual development of the research organisation by means of further incorporation of M17+ into the use of institutional support. [SP MEYS: 4.A ]

#### Responsibility

- » Vice Rector for science and research

#### Resources

Ministry of Education, Youth and Sport, own resources.

## Operational Objective B 3.2

### STRENGTHENING EXCELLENCE IN KEY AREAS OF ORIENTED RESEARCH

Areas of oriented research implemented at VSB-TUO were previously burdened by a method of assessing research performance that was based predominantly on quantity. So far, the university has a very small share of research topics that produce excellent results and are engaged in international research projects. For this reason, the area of high-performing paths in oriented research represents the core sphere in which there is ample room for further development. The university now considers as its key areas of oriented research energetics (including advanced materials and the environment) and High Performance Computing. An important goal for the future operation of VSB-TUO is the profiling of the university into a limited number of key areas of oriented research to which support will be directed.

Increasing the number of excellent outputs and engagement in national and European research infrastructures will also lead to increased awareness of the university.

Development and support of excellence in key areas of oriented research leads to an increase in research efficiency in terms of publication outputs and success in securing international projects. One means to this end is to provide assistance to academics and researchers for entering international consortia, preparing project proposals for international calls with the goal of expanding the involvement of different university facilities. Financial support will be the main tool for motivating excellent teams.

#### Changes we want to make

- » Broader engagement of the university's specialist teams in national and European research infrastructures.
- » Research teams regularly submitting proposals for international projects, e.g. to Horizon Europe.
- » A permanently sustainable tool for financial support of excellent teams working in selected areas.

#### Success indicator

- » Publication of articles on selected topics in a proportion of at least 35% of all published articles.
- » At least one publication of an article in the journals Science or Nature in the period of 2021 to 2027.

#### Planned actions

- » Systematic assistance with submitting international projects such as Horizon Europe in key areas of oriented research. [SP MEYS: 4.D ]
- » Creation of a support system for authors submitting publications to high-quality journals within selected specialist topics in key areas of oriented research. [SP MEYS: 4.A / 4.B ]
- » Motivational financial support of excellent teams working in key areas of oriented research, either for winning a project or for acceptance of a publication in a quality journal. [SP MEYS: 4.C ]
- » Support of research centres of European and regional significance. [SP MEYS: 4.C / 4.D ]
- » Support for the engagement of the university in large national and European infrastructures for research, development, and innovation. [SP MEYS: 4.C / 4.D / 4.E / I.5.B ]

#### Responsibility

- » Vice Rector for science and research

#### Resources

Ministry of Education, Youth and Sport, own resources.

## Operational Objective B 3.3

### DEVELOPMENT OF INTERDISCIPLINARY AND INTERNATIONAL CO-OPERATION

Interdisciplinary oriented research is the cornerstone of fulfilling the role of a technical university, not only in terms of benefit to knowledge, but also of societal relevance. Further development of these areas is dependent on co-operation among individual faculties and institutions. Only in this way is it possible to enhance the competitiveness of research topics addressed at the university, and thereby increase their manifest in success in an international context.

The purpose of this operating objective is to create an environment suitable for interdisciplinary and international co-operation, either in the phase of seeking out contacts or

submitting joint project proposals in national and international calls for proposals. Based on analyses of current data on results of research, development, and innovation, an emphasis will be placed in RD&I management on the use of “business intelligence” tools. These tools will be a guide not only for supervisors, but also for external users searching for contacts for collaboration in the area of oriented research.

Employees should also be motivated to take part in national and international structures supporting RD&I in order to promote the interests of the university. Also key is proper media coverage and promotion of the activities in question.

#### Changes we want to make

- » The emergence of high-quality, competitive project proposals that will increase the success in national and international calls for proposals (especially Horizon Europe).
- » The Research Portal Database as a tool used by supervisors for managing research, development, and innovation, by academics and researchers for seeking out potential co-operation within the university, and by external visitors for finding information on co-operation with VSB-TUO.
- » In co-operation with the faculties, research centres will be involved in work for development of doctoral students and young technical employees, which will increase the scientific performance of the university.

#### Success indicator

- » Creation of the Research Portal Database.
- » Annual 20% share of publications affiliated with VSB-TUO created within an international team of authors.

#### Planned actions

- » Centralization of project support and related skills. [SP MEYS: 4.A / 6.C ]
- » Creation and development of the “Research Portal” database for efficient management and work with the results of research, development, and innovation. [SP MEYS: 4.A / 6.A ]
- » Active communication and promotion of participation in national and international infrastructures, associations, bodies, etc. [SP MEYS: 4.E / 1.5.B ]
- » Engagement of research centres in educational activities. [SP MEYS: 4.A ]
- » Establishment of an International Scientific Advisory Board. [SP MEYS: 4.A ]

#### Responsibility

- » Vice Rector for science and research

#### Resources

Institutional Programme 2021/Program to Support Strategic Management 2022+, Ministry of Education, Youth and Sport, own resources.

## Operational Objective B 3.4

### DEVELOPMENT OF THE UNIVERSITY'S BUSINESS POTENTIAL

The way the university is currently set up in the area of co-operation with the application sphere prefers and brings results primarily in the form of contractual research. VSB-TUO is among the most successful universities in the country, both in terms of income for contractual research, and in terms of the quantity of results with patent protection in the Czech Republic. However, it has not succeeded in sufficiently exploiting this potential. Intellectual property protection is provided predominantly within the Czech Republic, which is significantly limiting on the global market. Results with commercial potential and successful co-operation are not given sufficient visibility. The complete life cycle of protected results is not monitored, which is reflected primarily in an inability to enforce intellectual property rights or the terms and conditions of executed

agreements. Though the potential exists for the formation of spin-off companies, no methodology exists for their establishment. Though the university has a well-developed system of industrial rights protection, it lacks services in the area of intellectual property rights protection of e.g. publications or software. In terms of effective management and planning for protection of results, there is need for a system for monitoring and anticipating the requirements for protecting future results, the lack of which leads to inefficient financial management and intellectual property portfolio management.

By removing these deficiencies, the university's business potential will grow robustly, and as a result so will its income and non-financial effects from co-operation with the application sphere.

#### Changes we want to make

- » More effectively utilized potential of protected results of intellectual property, which will be reflected in increased income from commercialization activities.
- » An increase in the number of commercially promising results with international protection or quality copyright protection.

- » An increase in the number of newly established university spin-off companies.
- » The university is visible in the media and is a sought-after partner in the application sphere.

#### Success indicator

- » Average year-on-year growth of 10% in total income from applied licensing.
- » Average year-on-year growth of 5% in total income from commercial agreements.

#### Planned actions

- » The creation of a complex centralized system for supporting activities in the area of intellectual property and commercialization via the Centre for Technology Transfer. [SP MEYS: 6.C / II.7 / II.9 ]
- » Increased promotion of co-operation of the university with the application sphere and making successes visible in the area of TT. [SP MEYS: 6.C / II.9 ]
- » Introduction of a system for supporting the establishment of university spin-off companies. [SP MEYS: 6.C / II.7 / II.9 ]
- » Streamlining the handling of the market-applicable intellectual property of the university. [SP MEYS: 6.C / II.9 ]

#### Responsibility

- » Vice Rector for commercialization and industry co-operation

#### Resources

Institutional Programme 2021/Program to Support Strategic Management 2022+, Ministry of Education, Youth and Sport, Technology Agency of the Czech Republic, GA Fund, own resources.



## Operational Objective B 3.5

### BUILDING INFRASTRUCTURE FOR OPEN SCIENCE

The university has long been monitoring international trends for disseminating the results of research and development. The Central Library of VSB-TUO was involved in the European OpenAIRE project in 2010 to 2018, where it transferred its acquired knowledge both to the university environment (the development of the VSB-TUO DSpace repository) and the nationwide scientific community (participation in the creation of the National Strategy for Open Access of the Czech Republic to Scientific Information 2017-2020 and its accompanying Action Plan). The school has a strong computer and data infrastructure consisting of the IT4Innovations supercomputing centre, which together with CESNET and CERIT-SC comprises the national research infrastructure known as e-INFRA CZ. As part of this e-infrastructure, IT4Innovations will participate in building

a national infrastructure for research data, as well as in international activities covered under the European Open Science Cloud (EOSC) and other European initiatives for supporting open science.

The primary goal is to create conditions for implementing research at an excellent level while accenting the principles of open science. Intermediate goals include the further development of computer and data capacities, including procedural and methodological support for processing, releasing, and reporting research data based on “FAIR” principles, and implementing systemic, procedural, and methodological management of the open dissemination of the outcomes of the scientific research and pedagogical activity of the university.

#### Changes we want to make

- » Principles of open science will be recommended throughout the life cycle of the scientific research and pedagogical activities of the university that will lead in particular to enhancing the availability of research and development results.
- » Infrastructural, systemic, procedural, and methodical support for the implementation of the principles of open science will be expanded substantially.
- » The open science concept at VSB-TUO supports the long-term strategy of managing research and development.

- » VSB-TUO strengthens its position as part of the extensive e-INFRA CZ research infrastructure.
- » VSB-TUO engages in European and national activities related to open science and is becoming an internationally recognized scientific facility honouring open science principles.

#### Success indicator

- » Creation of the VSB-TUO repository.
- » Increasing the number of publication outputs in Open Access mode year-on-year by 5%.

#### Planned actions

- » The creation and regular updating of VSB-TUO's open science infrastructure concept and the establishment of a work group to implement this concept. [SP MEYS: 4.A / 4.B ]
- » Creation of a methodical and informational helpdesk for open science-related questions. [SP MEYS: 4.A / 4.B ]
- » Development of university infrastructure, i.e. functional integration of existing VSB-TUO systems – OBD, the VSB-TUO DSpace repository, and the E-výuka website. [SP MEYS: 4.A / 4.B ]
- » Building new system solutions and infrastructure for open research data. Creation of an R&D results website for purposes of their public presentation, the need for assessing outputs of R&D activity, and assessment of fulfilment of the VSB-TUO open science concept. [SP MEYS: 4.A ]
- » Creation of a system for promotion and education on topics related to open science. [SP MEYS: 4.C ]
- » Engagement in national and international activities, particularly in activities relating to national and international implementation of the European Open Science Cloud. [SP MEYS: 4.B / 4.C ]
- » Support for involving VSB-TUO in infrastructures for supporting open science. [SP MEYS: 4.B / 4.C ]

#### Responsibility

- » Vice Rector for science and research

#### Resources

Ministry of Youth, Education and Sport, ERA projects, own resources.

## Strategic Objective 4

### TO BE AN INCUBATOR FOR PROMISING EMPLOYEES

#### Reasons for objective

Strengthening the quality and excellence of oriented research at VSB-TUO can only be achieved with the introduction of systematic support and motivation of employees towards their further development, not only in the area of personal growth, but also in other necessary skills. The strategic objective is to build a comprehensive system for educating promising researchers with regard to soft

skills development and adopting the principles of publishing practice and other areas forming prerequisites for career growth. This will be achieved through the creation and operation of postgraduate schools providing courses not only for doctoral students, but also for other researchers as part of continuing education.

#### Key success indicator

- » Successful completion of courses offered by the doctoral studies school of at least 90% of internal doctoral students.





## PRIORITY B

### Strategic Objective 4

To be an incubator  
for promising  
employees



## RECOGNIZED RESEARCH

### Operational Objective B 4.1

Support for the development of the R&D  
potential of university employees

The goal is to focus on support activities for growing the skills of researchers and doctoral students in the fields of publishing practices, project activities, and other activities deemed vital to their scientific careers and to increasing the quality of doctoral studies. Adoption of these skills by young researchers will also improve their scientific performance, which will have a positive impact on the university as a whole.



## Operational Objective B 4.1

### SUPPORT FOR DEVELOPMENT OF THE R&D POTENTIAL OF UNIVERSITY EMPLOYEES

Growing the research potential of researchers and doctoral students is not dependent solely on their technical education, but also on their adoption of basic skills vital to building a successful career. This consists of scientific work, processing data, publication practices, bibliometrics, project management, intellectual property rights, and last but not least communications and presentation skills.

The goal is to focus on creating a system for support activities by building a School for Doctoral Studies, which will offer courses provided

by facilities all across the university. Providers will include the Central Library, the Language Institute, the Department of Social Sciences, the Career Centre, the Math Support Centre, the Technology Transfer Centre, the Project Support Centre, and others. A system of courses will lead to more efficient development of the above skills for researchers and doctoral students alike, which will then be reflected in the scientific performance of the entire university.

#### Changes we want to make

- » The establishment of the School of Doctoral Studies as a university-wide institution providing a comprehensive offering of courses to support the development of doctoral students and other scientific researchers in areas falling within scientific activity and thereby increasing the quality of doctoral studies at VSB-TUO.
- » Nomination of an ombudsman for doctoral studies as part of the support provided to doctoral students.

#### Success indicator

- » Successful completion of courses offered by the doctoral studies school of at least 90% of internal doctoral students.
- » Increasing the publishing output of doctoral students by 25%.

#### Planned actions

- » Creation of courses dedicated to the foundations of scientific work (ethics, data processing, etc.). [SP MEYS: 2.A / 3.C ]
- » Building and developing courses focused on bibliometrics and academic writing. [SP MEYS: 2.A / 3.C ]
- » Training in project management through targeted courses. [SP MEYS: 2.A / 3.C ]
- » Focus on increasing awareness of intellectual property including copyright. [SP MEYS: 2.A / 3.C / II.7 ]
- » Enhancing and refining presentation and communications skills, especially in English, in the form of thematic courses. [SP MEYS: 2.A / 3.C / I.1.A ]
- » Creation of the position of ombudsman for doctoral studies. [SP MEYS: 3.D / I.1.A ]

#### Responsibility

- » Vice Rector for science and research

#### Resources

Institutional Programme 2021/Program to Support Strategic Management 2022+, Ministry of Education, Youth and Sport, own resources.





# PRIORITY C

## EFFICIENT FUNCTIONING

One of the strategic priorities for developing the university is its efficient functioning [in accordance with the Sustainable Development Goals of the United Nations \(SDGs\)](#). This cannot be without improving the quality of infrastructure and human resources. Employees in particular are a fundamental element, and so their development, review, motivation, engagement, and solidarity with the internal university culture is taken very seriously. VSB-TUO endeavours to be a university of international prestige in the area of science and research as well. It has decided to create an attractive environment and adopt principles based on the European Charter and Code of Conduct for the Recruitment of Researchers.

In the area of infrastructure, the use of modern control elements is planned, including centrali-

zation of internal support with the use of complex digitalization. Problems currently being addressed also indicate the need for development in the area of security. As part of modernization and in order to increase attractiveness and synergistic effect, the Faculty of Economics is planned to be moved to a new building on the Poruba campus, which is planned to be further developed with an eye toward creating an appealing environment. All this occurs while acting responsibly towards the environment and supporting sustainable development. The goal is to develop energy management and continue with energy savings, but also to support research leading towards the development of „SMART And Green Districtu“ (SMARAGD) of Moravian-Silesian Region.



## Strategic Objective 5

### TO EFFECTIVELY MANAGE AND USE THE CAPACITIES OF THE UNIVERSITY

#### Reasons for objective

Efficient use of the university's capacities is vital to the successful management of the university, both in terms of infrastructure and human resources. The centralization of internal administrative support provided throughout the university, and the digitalization of processes, will be expanded. In this area, for example, automation will occur of the circulation of accounting documents and electronic communication will be developed with students.

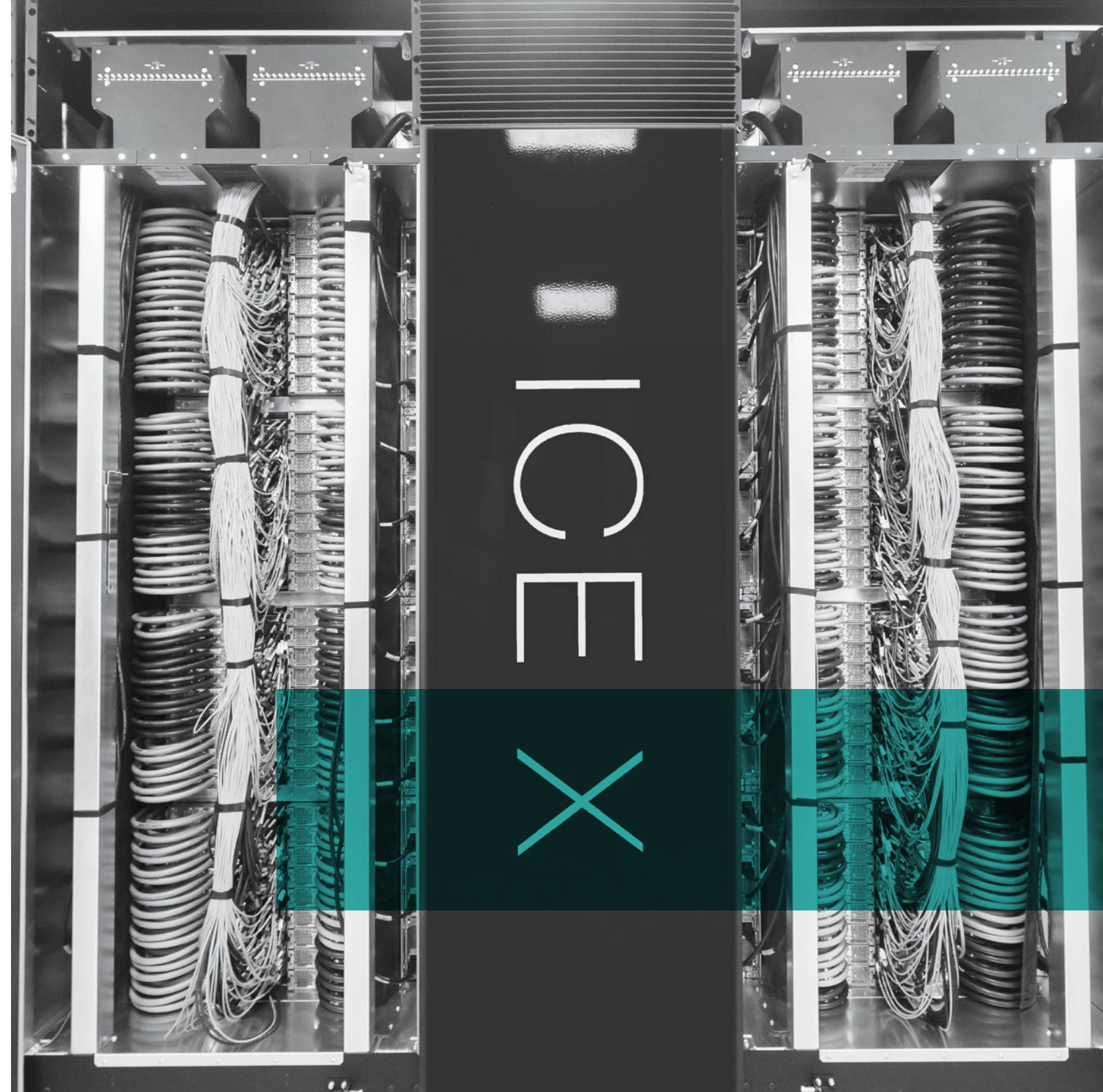
Security today is divided into several components that very seldom react to one another, and is built mainly on resolving current states. A centralized monitoring centre for security will be built using IT and smart technologies that offers detection and assessment of current threats.

In the area of environmental impact, energy management will be cultivated, energy savings

will continue, and support will be provided for building blue and green infrastructure. The share of renewable energy will increase by expanding rooftop photovoltaic power stations atop buildings, and in the area of development, research will be supported leading to the use of progressive alternative fuel technologies. The potential of the Poruba campus will be developed by the relocation of the Faculty of Economics, whereas construction of the Energy and Environmental Technology Centre - Explorer will be completed, modernization of existing heavy laboratories into a shared multi-storey multifunctional building, construction of the Student and Science Squares and other projects will be prepared.

#### Key success indicator

- » Decrease in water consumption by 15% and increased energy independence by 10%.



## PRIORITY C

### Strategic Objective 5

To efficiently manage and use the capacities of the university

## EFFICIENT FUNCTIONING



#### Operational Objective C 5.1

##### Enhancing university security

From past experiences it can be stated that in certain cases a targeted system is lacking that could offer timely warnings of persons and their central management. For this reason, a unified control centre will be created and supported by associated infrastructure such that the university may achieve the principles of social responsibility of comparable institutions.



#### Operational Objective C 5.2

##### Digitalization of the university

Digital technologies are becoming more and more heavily involved in the processes of managing institutions and help increase work efficiency. Within the university, a complete digitalization of the economic and accounting agenda should occur.

Attention will also focus as well on digitalization of management and administrative activities, mainly in the area of digital communication with applicants and students. These measures will save time, make processes more efficient, minimize error, and reduce financial costs.



#### Operational Objective C 5.3

##### Support of the sustainable development of the university

VSB-TUO takes responsibility for the environment, and will strive to make its activities permanently environmentally sustainable. Development of a so-called Smart Campus will allow us to focus on the efficient use of existing resources and the search for new ones, reducing energy consumption, eliminating environmental burden, optimizing transportation, parking, lighting, waste management, etc.



#### Operational Objective C 5.4

##### Sharing and centralization of resources and support for strategic management of the university

The goal is to increase the efficiency of management and the use of the capacities of the university by moving toward centralization of internal administrative support provided all across VSB-TUO. To then support flexibility and savings of resources and capacities by sharing job functions. The intended goal also includes the creation of a system of electronic device logging for efficient use of instrumentation.



#### Operational Objective C 5.5

##### Support for the modernization and attractiveness of the campus

Development of the infrastructure is based on the university's vision as a "unique, living laboratory with high-profile and internationally recognized research that addresses the future challenges of society in real time.". The goal is to create a campus that inspires students and employees, is open to science and internationalization, and accelerates co-operation with the application sphere. The investment strategy focuses on restoration and modernization of buildings and increasing the attractiveness of the campus that forms the core of the emerging „SMARt And Green Districtu“ (SMARAGD) of the Moravian-Silesian Region.

## Operational Objective C 5.1

### ENHANCING UNIVERSITY SECURITY

The basis of security is information timely enough to prevent risk situations, however accurate long-term prediction is impossible. For this reason, the most advantageous solution appears to be the use and expansion of technological capabilities. The correct setup of a complex system can allow the majority of current threats to be identified and their impacts minimized.

The comprehensive security system should combine the architectural elements of university buildings with systems for technical

protection of persons, property, and information. It is necessary to build a central remote system with reliable detection and threat assessment, with maximum resistance to external and internal influences, with the use of smart technologies that can be gradually expanded. Meanwhile, a key element remains the focus on modernization and trends in development of technologies or current situations.

### Changes we want to make

- » Modernization of alarm security and emergency systems.
- » Implementation of an orientation and information system, both inside and outside of buildings, installation of safety signs, etc.
- » Building out security systems in all buildings.
- » Increasing cybersecurity and related ICT infrastructure.
- » Modernization of monitoring software of video cameras and security equipment.

### Success indicator

- » Creation of a unified control centre for managing security, applying both IT and Smart technologies.

### Planned actions

- » Ensuring physical, virtual, and cyber security.
- » Updating internal regulations related to crisis scenarios.

### Responsibility

- » Bursar, CIS Director

### Resources

Own resources.



## Operational Objective C 5.2

### DIGITALIZATION OF THE UNIVERSITY

Digitalization of a series of administrative and communication tools is essential. In this area, the goal is to maximize the number of activities that will be performed automatically or with the involvement of modern technologies that allow work to be streamlined and individual processes to be accelerated. This will lead in the future to decreased administrative burden and financial costs. Another effect of digitalization is the transparency of processes and a clear audit trail. Creation of central storage facilities containing data presently managed by individual units, enabling rapid and efficient

work and searches for necessary information. In addition, an electronic catalogue will be created for minor purchasing needs, and a Building Information Management (BIM) system will be systematically developed, which will also fulfil legal requirements in this area. Library services will focus on modernizing the management of the library collection and on electronic resources over the long term. Archiving services will also shift towards digital documents over time.

#### Changes we want to make

- » Streamlining the processing of accounting documents by introducing data mining and digitalization to the circulation of the economic agenda.
- » Maximum digitalization of communications between the university and applicants and students.
- » Creation of central storage facilities and registers for the electronic records of the management and administrative agenda.
- » Facilitation of minor, repeat purchases by implementing electronic catalogues.
- » Development of management and administration of real estate by introducing a BIM system allowing for a realistic overview on the university's property and its condition.

#### Success indicator

- » The proportion of electronically accounted documents in 2027 will reach 90% of the 2020 value.
- » The proportion of electronic communication between students and the university in 2027 will reach 90% of the 2020 value.

#### Planned actions

- » Complete digitalization of the economic, accounting, managing, and administrative agenda, including upgrade of the Grants and Projects software. [SP MEYS: 5.B / 6.A ]
- » Development of central data storage and other business intelligence elements. [SP MEYS: 5.B / 6.A ]
- » Preparation of on-demand data exports for assessment of internal quality. [SP MEYS: 5.B / 6.A ]
- » Digitalization of newly created documents in the university archive, moving the existing archive collection to appropriate areas. [SP MEYS: 6.A ]
- » Modernization of library services by augmenting RFID identification of the library collection and replacing the existing library IS for a cloud IS integrating administration of the collection and electronic resources. [SP MEYS: 6.A ]
- » Support and implementation of a BIM system. [SP MEYS: 6.A ]

#### Responsibility

- » Bursar, Vice Dean for development and investment structure, Director of CIS

#### Resources

Institutional Programme 2021/Program to Support Strategic Management 2022+, Centralised Development Programme, own resources.

## Operational Objective C 5.3

### SUPPORT OF THE SUSTAINABLE DEVELOPMENT OF THE UNIVERSITY

VSB-TUO will be perceived as a university responsible towards the environment that also makes use of modern technologies. An important aspect in this area will be the continuous development of energy management under the leadership of the existing Energy Commission, continued energy savings, utilization of waste heat, increasing the proportion of renewable resources by adding rooftop photovoltaic power stations on buildings and accumulating electricity in mass storage. However, this will also include support of research in the field of modern energetics and environmental technologies led by the Energy and Environmental Technology Centre working toward the expansion of progressive technologies using alternative fuels in symbiosis with renewable resources. Based on assessment of the

existing condition of the locale and the method of rain water disposal on the VSB-TUO campus, a variant has been proposed for utilising rainwater by building accumulation reservoirs. Meanwhile, emphasis will be placed on biodiversity through the building of small bodies of water in the public space of the campus, vertical gardens at designated parts of the facades of certain buildings, and green roofs on new structures. Sustainable transportation will also be supported in the form of car sharing or bike sharing. Another facet of developing the campus will be the complex interconnection of all buildings with an optical data network and its long-term maintenance, including utilization of synergistic effects while maintaining other linear campus infrastructure.

#### Changes we want to make

- » To develop the energy management of the university, to continue with energy savings (e.g. by replacing lights in interiors and exteriors with LED).
- » To increase the share of use of renewable energy sources by installing solar panels and rooftop photovoltaic power stations, including accumulation, and the increased use of geothermal energy and waste heat.
- » To capture and collect rain water, to build green barriers and plant rows of trees, to create additional green spaces, and green roofs and facades on newly constructed buildings.

- » Circular redundant connection of all buildings on the campus to optical data network.
- » Building a charging station for alternative drive vehicles.

#### Success indicator

- » A 15% decrease in water consumption by 2027 compared to 2020.
- » An increase in the energy self-sufficiency of the university to 17% of total energy consumption by 2027.

#### Planned actions

- » Energy savings and increased share of renewable energies. [SP MEYS: II.14 ]
- » Support for blue and green infrastructure. [SP MEYS: II.14 ]
- » Development of university car sharing and support for bike sharing. [SP MEYS: II.14 ]
- » Building an alternative fuelling station. [SP MEYS: II.14 ]

#### Responsibility

- » Bursar, Vice Dean for development and investment construction

#### Resources

Institutional Programme 2021/Program to Support Strategic Management 2022+, Ministry of Education, Youth and Sport, own resources.

## Operational Objective C 5.4

### SHARING AND CENTRALIZATION OF RESOURCES AND SUPPORT FOR THE STRATEGIC MANAGEMENT OF THE UNIVERSITY

In order to increase effective management and use of university capacities, it is necessary to increase the centralization of the internal administrative support provided across the university. In the case of project centres, emphasis is placed on unity, systemization of procedures, and information sharing.

In the future, sharing space, instrumentation and central ICT resources should be a matter of course. This takes into account savings

of resources, a responsible approach to the environment, and efficient management.

Sharing job positions and the possibility of part-time employment will also be supported. Time flexibility and diversified work activity are among the modern trends of the new generation and rank among the main benefits for a number of university employees.

#### Changes we want to make

- » Increase the efficiency of the management and use of university capacities by increasing the centralization of the internal administrative support provided across the university.
- » Increase in the number of support services of the project centres and sharing of project information.
- » Saving on resources and a responsible approach towards the environment by sharing instrumentation, central ICT resources, and using them efficiently.
- » Flexibility, saving on resources and capacities by sharing job positions.

#### Success indicator

- » Compared to 2020, the amount of space occupied by administrative employees by 2027 will decrease by 10%.

#### Planned actions

- » Support of centralized management of university projects. [SP MEYS: 6.C ]
- » Digitalization of records and building an instrument reservation system. [SP MEYS: 5.B / 6.C ]
- » Sharing capacities in the area of human resources. [SP MEYS: 6.C ]
- » Implementation of the Strategic Plan including evaluation. [SP MEYS: 5.A ]

#### Responsibility

- » Bursar, Vice Rector for commercialization and co-operation with industry

#### Resources

Institutional Programme 2021/Program to Support Strategic Management 2022+, own resources.

## Operational Objective C 5.5

### SUPPORT FOR THE MODERNIZATION AND ATTRACTIVENESS OF THE CAMPUS

By building a new Faculty of Economics building on the Poruba campus, the synergistic effect will increase, consisting of the interconnection of economic and technical fields. Moving the faculty from the city centre will enable more efficient planning of instruction, as well as better use of the entire campus.

Further modernization of facilities will bring development and improvement in the quality of services of VSB-TUO. One possible

example is the planned project for a student square aiming toward keep the campus open to the general public.

At the same time, the R&D infrastructure will be developed. The new Centre for Energy and Environmental Technologies-explorer (CEETe) will focus on applied research with the rapid transfer of modern energy technologies. The modernization of the existing heavy laboratories building into a shared multi-storey

multifunctional building will be strategic. It will combine laboratories in the field of materials, energy, environment and IT within the Refresh project, which connects three integrated parts of the Energy Lab, Materials & Environment Lab and Industry 4.0 & Automotive Lab. The building will also provide facilities for today's CPI and research and development companies (phases TRL 1-4). R&D capacities will be expanded by the reconstruction of the CPI building (e.g. additive technology), the old canteen building (Robotics Centre) or

### Changes we want to make

- » To increase the synergistic effect through the building of the new modern Faculty of Economics building.
- » Support the process of interconnecting the campus with the public by preparing a project for a student square and altering Planetarium areas.
- » To increase the attractiveness and quality of accommodations and dining services
- » Concentrate the university's R&D potential in the field of materials, energy, environment and IT within the reconstruction of obsolete infrastructure into the university's science centre as the core of the „SMART And Green District“ (SMARAGD).
- » To create the UndergroundLab - a unique science/research facility - and transform a Brownfield into a living laboratory with high innovation potential.

### Success indicator

- » Construction of a new FoE building on the Poruba campus.
- » Construction of CEETe with a focus on applied research.
- » Modernization of the existing heavy laboratories building into a shared multi-storey multifunctional building incl. Science square and underground parking.

the parking house (testbed for Industry 4.0). This will create a university science centre with the „Science square“ connected by an industrial 5G network to the entire campus.

Outside the core of the campus, the building is planned of an underground laboratory. Meanwhile, preparations are underway for modifying areas inside the Planetarium, which will be expanded to include a reconstructed “Moon” structure.

### Planned actions

- » Construction of a new modern Faculty of Economics building, including underground parking.
- » Building the CEETe.
- » Preparation and elaboration of the necessary stages of drafting and design documentation the project to build a student square.
- » Preparation and elaboration of the necessary stages of drafting and design documentation for the modernization of existing heavy laboratories into a shared multi-storey multifunctional building, incl. Science square and underground parking.
- » Modernization of accommodations and dining services through the reconstruction of dormitory building A and the cafeteria building, including gastronomy equipment.
- » Reconstruction of existing buildings and campus exterior, especially buildings E, F, G, H, HARD, and renovation of the old cafeteria building into the Robotics Centre.
- » Preparation and production of the necessary stages of contract documents and implementation documents for the Moon building.
- » Construction of the UndergroundLab.
- » Connection of the built modern teaching testbed for Industry 4.0 CPIT TL3 with the planned building of the research section for commercial R&D activity in the field of Industry 4.0.

### Responsibility

- » Bursar, Vice Dean for development and investment structure

### Resources

Ministry of Education, Youth and Sport, Ministry of the Environment (Fair Transformation Fund), own resources.



## Strategic Objective 6

### TO CREATE A MOTIVATIONAL ENVIRONMENT FOR DEVELOPMENT OF PERSONALITIES AND TEAMS

#### Reasons for objective

The organisation's employees are its most important element, without their support it is not possible to succeed in the competitive environment. Employee development will continue in the area of education, increasing work efficiency, and proactive engagement to strengthen internal solidarity and improve internal university culture. As part of employee motivation, an employee evaluation system will be developed with an emphasis on trans-

parency, fairness, and remuneration using the digitalization of the entire process. In the area of human resource development, the process will continue of winning and retaining the HR Award, which creates favourable conditions for a career in the area of science and research while increasing the prestige and attractiveness of the university, not only in the Czech Republic but also abroad.

#### Key success indicator

- » Winning and retaining the HR Award.



## PRIORITY C

## EFFICIENT FUNCTIONING

### Strategic Objective 6

To create a motivational environment for development of personalities and teams



#### Operational Objective C 6.1

Cultivate excellence in nurturing human resources in the scientific environment

Thanks to the process that will lead to the winning and retaining of the HR Award, a favourable research environment and working culture will be developed and sustained in which university employees are encouraged and supported in achieving their goals and tasks. This will lead to improvements to methods for recruiting researchers and the system for evaluating their activity. It will be more transparent, more equitable, more open, and will draw from an internationally recognised system for recruitment and career growth.



#### Operational Objective C 6.2

Develop an employee evaluation system

An employee evaluation system will be developed with emphasis on transparency, fairness, motivation, and remuneration. Methods will be applied with maximum electronic support when collecting data on rating indicators.



#### Operational Objective C 6.3

Human resources development

One of the key areas that should increase work efficiency involves human resources and their development, including motivation. For the university, it will also be important to objectively and independently review the personnel status of the organisation and propose a solution to increase efficiency. Also relating to this is support for employee development and education, as well as strengthening internal relationships and internal culture.

## Operational Objective C 6.1

### CULTIVATE EXCELLENCE IN NURTURING HUMAN RESOURCES IN THE SCIENTIFIC ENVIRONMENT

The goal is to create conditions at the university-wide level for winning the HR Award, and not only within the implementation period, but in additional phases as well. It also involves permanent support of activities performed during implementation of the Action Plan. The HR Award is a guarantee of the European standard of care for employees and a sign of support for professional growth and of efforts for continuous improvement in this area, which brings with it increased prestige and appeal on an international level. Also related to this

is a better position when addressing scientific researchers, as well as a possible bonus when obtaining grants.

This ensures conformity with recommendations of the European Commission on the European Charter for Researchers and the Code of Conduct for Recruitment, and that the HR Strategy for Researchers (HRS4R) will be introduced into the university's processes.

#### Changes we want to make

- » To win and retain the HR Award, and thereby support development of human resources in the scientific environment.
- » To create a system for recruitment of researchers based on the OTM-R Policy, founded upon a high level of openness and transparency.
- » To introduce a positive and transparent system of HR policies to increase the attractiveness of the university for foreign employees.
- » Development of a modern university corporate culture.
- » To ensure the conditions for obtaining projects from European and national research programmes.

#### Success indicator

- » Winning and retaining the HR Award by 2027.

#### Planned actions

- » Implementation of the Action Plan. [SP MEYS: 5.D ]
- » Gender audit (re-audit). [SP MEYS: 5.D ]
- » Internal evaluation of the results of the Action Plan. [SP MEYS: 5.D ]

#### Responsibility

- » Bursar, Vice Rector for science and research

#### Resources

Institutional Programme 2021/Program to Support Strategic Management 2022+, Ministry of Education, Youth and Sport, own resources.

## Operational Objective C 6.2

### DEVELOP AN EMPLOYEE EVALUATION SYSTEM

Employees are the most important thing a university has. People spend a substantial part of their day at work, and if they are to deliver high-quality work performance, it is essential to care for them properly and to create the right environment with attentive nurturing. Mutual relationships are very fragile, and it is important for the employer to retain high-quality employees, but also to motivate them.

It is therefore necessary to respond to this situation in a timely manner, which a well-established evaluation system will

substantially support. The goal is to continue to develop in particular a transparent and fair system supporting a motivating environment. A correctly set up evaluation can then uncover key employees and create the commensurate conditions for them. This all involves the use of modern electronic resources.

#### Changes we want to make

- » Regular supplementation and updates of the electronic evaluation system.
- » Automation of the connection between the evaluation and proposed wage classification.
- » Transparent setup of wage classification, motivational components of salary, and possibilities for career advancement.
- » Developing and simplifying the evaluation process and supporting feedback to employees.

#### Success indicator

- » Creation of a functioning electronic evaluation system.

#### Planned actions

- » Introduction of electronic support for evaluation of employees. [SP MEYS: 5.D ]
- » Editing and regular updating of internal regulations. [SP MEYS: 5.D / 6.C ]

#### Responsibility

- » Bursar

#### Resources

Institutional Programme 2021/Program to Support Strategic Management 2022+, Ministry of Education, Youth and Sport, own resources.



## Operational Objective C 6.3

### HUMAN RESOURCES DEVELOPMENT

The university needs high-quality and loyal employees. It will therefore strive to find adequate motivational means both for those whose passive approach forms a demotivating and toxic environment and for those who create added value.

Upholding set motivational parameters, as well as the link to employee evaluations, will lead to the creation of high-quality work groups and mutually supportive teams. With the event “A University unto Itself”, successful employees will be highlighted in various categories, thus building the pride and internal culture of the organisation.

Support will continue for education of employees at all levels. Employees will be encouraged to contribute to improving the quality of the university in terms of its processes, operation, activities, and further development. The potential for this is currently used only to a very limited extent, however this could be used by the university to help employees become more proactive, leading to more efficient management and further development, as well as in strengthening internal harmony and improving the internal culture of the university.

### Changes we want to make

- » To strengthen internal harmony and improve the internal university culture through supporting events like “A University unto Itself”.
- » To establish the conceptual development of employees through training and self-edification.
- » Using a personnel audit to verify the setup of or uncover errors in individual management processes, along with proposals for their potential improvement. At the same time, to verify the capacities of human resources, with an anticipated increase in efficiency.
- » To encourage employee engagement by supporting internal projects.

### Success indicator

- » Performing a personnel audit within selected supporting organisational structures by 2027.
- » Creation of a motivational system of support for education of employees that is linked to evaluation.

### Planned actions

- » Building the internal culture. [SP MEYS: 5.B ]
- » Concept of human resource development and education. [SP MEYS: 5.D ]
- » Creation of conditions for implementing an employee programme. [SP MEYS: 5.A ]

### Responsibility

- » Bursar

### Resources

Institutional Programme 2021/Program to Support Strategic Management 2022+, Ministry of Education, Youth and Sport, own resources.







## Strategic Objective 7

### TO CHANGE PERCEPTION OF THE VSB-TUO BRAND INTERNALLY AND EXTERNALLY

#### Reasons for objective

VSB-TUO is a university with a tradition exceeding 170 years, and is duly proud of this fact. In terms of communication, it has long sought to overcome the image of a “mining” university in “black Ostrava”. The only way to achieve this is to give the university in Ostrava new content consisting of fields such as IT, mechanical engineering, new materials, or environmental engineering. VSB-TUO is the vehicle for a series of unique, strategic, and international projects and a key partner for numerous companies in the area of innovation. If it knows the main topics for the marketing communication strategy, it can profile itself as a university while distinguishing itself

from others. It need not be exceptional in everything, but where it is, it must know how to sell it perfectly. It is also necessary to support

successful students, employees, and graduates in taking pride in their university and becoming natural brand ambassadors. Through the following operational goals, VSB-TUO seeks to better present its offering of study programmes, popularization activities, and the technical topics it focuses on. This includes reach into the field of social responsibility, for which it has long been rated as excellent. Simultaneously, it is necessary to build more intensive relations with all stakeholders in Ostrava city and be an active part of the ecosystem of the city, the Ostrava agglomeration, and the entire Moravian-Silesian region.

#### Key success indicator

- » A number of registered first-year students of bachelor’s study programmes that does not show a decrease from the number in 2020.



## Strategic Objective 7

To change perception of the VSB-TUO brand internally and externally



### Operational Objective 7.1

More effective promotion of the offering of all forms of study

Communicate with applicants to bachelor's programmes and postgraduate programmes, as well as potential continuing education students, just as these target groups would expect. The format and clarity of the offering is key mainly in the on-line environment, where VSB-TUO faces intense competition from other Czech and foreign universities. These measures will result in stabilizing the number of students.



### Operational Objective 7.2

Introducing systematic support for increasing interest in fields taught at the university

The goal of the system of motivational activities is to present science and technology to the public in new ways that encourage the building of a relationship between younger and older students and the technical fields. Systematic popularization has thus become an essential part of the university's activities, leading to recruitment of new students and the building of the brand, both of which are key factors for the further development of VSB-TUO.



### Operational Objective 7.3

Improvement of the quality of student life by supporting student organisations

A number of student associations and organisations have operated at VSB-TUO for some time, becoming part of its life. They are the intermediary between the university and students, and the provider of unique activities. The scope of these organisations meanwhile includes social, sports, and technical topics. Their support will further lead towards even closer interconnection of social areas.



### Operational Objective 7.4

Support for unified visual communications of the university

In 2019, an updated and unified visual style was successfully introduced, built on a new logo and its implementation across all parts of the university. An important goal of the rebranding was to be easily remembered and to present the university visually as a unified whole. Every facility up to department level is clearly identifiable in its internal and external communication as an integral part of the university. However, the next challenge in this area will be new events, communication channels, and interiors.



### Operational Objective 7.5

Systematic building of the university brand

It is necessary to systematically work on a new image for VSB-TUO based on contemporary fields, a series of unique innovations, and other results that are far from relating only to heavy industry and coal mining. Changing the perception of the university brand is part of a wider strategy involving a change in the perception of the entire region. What better brand ambassadors of VSB-TUO than the very best scientists.



## Strategic Objective 7

To change perception of the VSB-TUO brand internally and externally



### Operational Objective 7.6

#### Support for the ALUMNI Graduate Network

Since 2012, the university has systematically developed the ALUMNI Graduate Network. Its main objective is to maintain contact with graduates, who are an important source of feedback for future decision-making on the direction of the university, especially in the area of the study programmes offered. Their experiences reflect the actual situation on the labour market and also whether the activities of the university career centre are set up appropriately.



### Operational Objective 7.7

#### Improvement of internal communications, strengthening solidarity and social responsibility

Cultivating a corporate culture has a demonstrable influence on employee satisfaction and attitudes, student success, and relations between the university and its partners. This results in an increase in the university's attractiveness as an established brand and natural regional centre for science, research, and innovation. It is therefore necessary to work over the long term so that employees and students alike will perceive the university as a high-quality partner of which they can be rightfully proud.



## Operational Objective 7.1

### MORE EFFECTIVE PROMOTION OF THE OFFERING OF ALL FORMS OF STUDY

Students and applicants for enrolment expect from VSB-TUO brief yet complex information, as well as additional services such as e.g. counselling, when selecting a field of study or choosing from the offering of compensatory courses. Already when selecting a university, they assess their chances for employment in the job market and the possibilities for gaining practical skills during their studies.

The centralized recruitment system implemented thus far must be modified each year based on the market demand for university study and the submitted information then matched to the communication channels suitable for the given message. Only upon fulfilment of all the above prerequisites can we achieve the high-quality presentation of the university

that its study programmes rightly deserve. These changes must also be supported by modifications in further areas, such as e.g. centralization of information on counselling and related services or the offering of continuing education.

The expansion of opportunities for continuing education within a professional track must be perceived in such a way that classic presentational study at a university is perceived as one of numerous, equal variants. Education must be presented as a lifelong journey of each applicant, for whom it is necessary to provide space for changing fields, even multiple times, or on the other hand for the ongoing deepening of expertise.

#### Changes we want to make

- » A clear and updated offering of all forms of study and their promotion with emphasis on attributes such as time flexibility, new forms of education, and the possibility of distance learning or studying abroad.
- » Presentation of study fields in an attractive format matched to the needs of applicants.
- » Integration of the individual promotional activities of faculties into a unified strategy of the university's marketing communications.

- » Augmenting study offerings to include additional services and information vital to applicants.
- » Active engagement of students and employees in presentation of study offerings.

#### Success indicator

- » A number of registered first-year students of bachelor's programmes that does not show a decrease from the number in 2020.

#### Planned actions

- » Update, steps towards clarification and augmentation of the website with the study offering (new landing page). [SP MEYS: I.4.A / II.1 / II.12 ]
- » Creation of descriptions of the study offering matched to target groups. [SP MEYS: I.4.A / II.1 / II.2 ]
- » Combination of advertising possibilities with a view to effectiveness of the impact on target groups and the budget. [SP MEYS: I.4.A ]
- » In co-operation with the Vice Dean for study affairs, development will occur of new forms of virtual recruiting events. [SP MEYS: I.4.A / II.1 / II.2 ]
- » Attractive presentation of the university in public events, exhibitions, and trade fairs. [SP MEYS: I.4.A / II.2 ]
- » Clear offering of information on study affairs and connected services mainly for first-year students. [SP MEYS: II.1 / II.2 ]

#### Responsibility

- » Chancellor

#### Resources

Institutional Programme 2021/Program to Support Strategic Management 2022+, Moravian-Silesian Region, Statutory City of Ostrava, own resources.

## Operational Objective 7.2

### INTRODUCING SYSTEMATIC SUPPORT FOR INCREASING INTEREST IN FIELDS TAUGHT AT THE UNIVERSITY

Since 2012, the university has closely co-operated with the City of Ostrava and the Moravian-Silesian Region in the building of a system of popularization activities, the purpose of which is to present science and technology in new ways as fun and potential future employment. With this programme, VSB-TUO is now capable of addressing applicants from kindergarteners to secondary school graduates. It has become a leader in technical education and related activities in our region and beyond.

The portfolio of motivational programmes under the “Improve your Technology” brand currently offers a series of unique technical activities that contribute to the expansion of educational plans of schools based on their needs. A well-functioning system is meanwhile a shared interest of schools and universities, because it leads among other things to an increase in the number and level of preparation of

potential applicants for study at the university. For this reason and others, in 2018 the rector created the University Pedagogical Board, whose members are chosen representatives of secondary schools with whom the management of the university and its faculties meet regularly to discuss next steps in the areas of education and popularization.

Further advancement will be brought by introducing a customer relationship management system (CRM), which will increase efficiency, intensity of communication, and quality of strategic partnerships with schools. Changes in progress for the system of motivational programmes will allow registration not only of entire schools, but also of individuals, who will be offered an individual path with technical popularization activities and skill development.

#### Changes we want to make

- » Creation of an offer of specific motivational activities emphasizing their correlation to fields taught at VSB-TUO.
- » Presentation of popularizing activities and study at VSB-TUO in a manner that motivates potential applicants for study and is based on the focus of the event and a majority of the audience.

- » Deepening partnerships and systematic co-operation with primary and secondary schools, as well as with providers of potential applicants for enrolment.
- » Inclusion of partial popularization activities into a unified marketing communication strategy of the university.

#### Success indicator

- » Participation of at least 10% of all students of engaged schools in the MSR in organised support events

#### Planned actions

- » Maintenance and regular expansion of the offering of specific motivational activities for schools based on specific requirements and assessment of feedback. [SP MEYS: II.1 / II.10 / II.11 ]
- » Pilot startup and live operation of the “Junior University” website with option for registration and individualization of the selection of educational activities. [SP MEYS: II.1 / II.10 ]
- » Implementation of CRM – customer relationship management system, where the customers in this case are secondary schools. [SP MEYS: II.1 / II.10 ]
- » Unified communication and coordination of popularizing activities on behalf of the entire university. [SP MEYS: II.1 / II.10 ]

#### Responsibility

- » Chancellor

#### Resources

Institutional Programme 2021/Program to Support Strategic Management 2022+, Moravian-Silesian Region, Statutory City of Ostrava, own resources.

## Operational Objective 7.3

### IMPROVEMENT OF THE QUALITY OF STUDENT LIFE BY SUPPORTING STUDENT ORGANIZATIONS

The university makes broad use of the potential for co-operation with active students; this consists, for example, of various architectural contests, co-operation with organising events or assistance through services for foreign students. Student organisations are in these cases an indispensable part that reflects the needs and opinions of students. They naturally link to the work of the Student Chamber of the Academic Senate of VSB-TUO, the university body representing students.

As part of this objective, it is necessary in the future at all faculties to expand and stabilize the network of active co-operating students. They are an important part of presenting the university to the public, and are meanwhile capable of creating awareness of the advantages

and possibilities of study in a manner that is familiar to potential applicants for enrolment. They also become

desirable guides for first year students, whom they help navigate the university, which in turn decreases academic failure as students make the transition from secondary school to university. These active students engage in popularization activities as presenters or lecturers.

The university sports club offers students over 12 different sports sections, and the Entrepreneurship and Career Department of VSB-TUO offers a wide range of support for starting a business or personal development. The growing interest of students demonstrates the need to expand these activities.

#### Changes we want to make

- » Motivation of active students through new projects for co-operation with student associations and organisations.
- » Creation of a network of active students involved in presenting the university. Engagement of student organisations and associations in university activities.
- » Increasing awareness of the existence and functioning of student organisations and their influence on university life.

- » Strengthening development of international relations among students and engagement of foreign students in university life.
- » Implementation of activities for increasing the interest of domestic students in studying abroad or of foreign students in studying at VSB-TUO.

#### Success indicator

- » Stabilization of the number of students engaged in activities of student organisations and associations.

#### Planned actions

- » Implementation of a transparent grant system for supporting active students, student associations, and sports organisations. [SP MEYS: 1.E / I.4.B / II.11 ]
- » Intensifying co-operation of student associations and organisations, their activities and events, and providing support for the recruitment of new members. [SP MEYS: I.4.B / I.4.C / II.3 ]

#### Responsibility

- » Chancellor

#### Resources

Institutional Programme 2021/Program to Support Strategic Management 2022+, own resources.



## Operational Objective 7.4

### SUPPORT FOR UNIFIED VISUAL COMMUNICATIONS OF THE UNIVERSITY

The newly introduced visual style has gradually become a natural part of communications that support the unified presentation of VSB-TUO. A special website has been created for practical application of the visual style, where all employees and students have access to poster templates, facility logos, letterheads, finished presentations with university branding, etc. The website also includes basic rules for use of the visual style. Another part of introducing the new visual communication was the gradual rebranding of equipment for presentation of the university at events.

However, it is necessary to continue with the process of introducing the new visual style in the indoor spaces and information systems

of the university with an emphasis on the functioning and logic of the solutions used. This may be seen e.g. in the new navigation system used throughout the entire VSB-TUO campus, which is an important part of the visual style and will be gradually applied over the coming years.

The visual style must be capable meanwhile of responding to new trends, forms of communication, and organisational changes within the university. Its complete introduction into all areas of presentation is therefore a long-term and living process in which it is necessary to gradually specify the application of the visual style.

#### Changes we want to make

- » Completion of the rebranding process in both online and offline environments.
- » Gradual application of a new navigation system.
- » Complete acceptance and standardization of the use of the visual style by all parts of the university, decreasing the frequency of cases of its flawed use.
- » Creation of a comprehensive and meaningful offering of promotional items with emphasis on sustainability.

#### Success indicator

- » Rebranding of the university completed at 100%.

#### Planned actions

- » Implementation of training in the use of the new visual style and selected graphic software and services. [SP MEYS: I.4.A ]
- » Creating and updating a database of examples of good practice through use of the new visual style. [SP MEYS: I.4.A ]
- » Strengthening personnel capacities in the application of the visual style. [SP MEYS: I.4.A ]

#### Responsibility

- » Chancellor

#### Resources

Institutional Programme 2021/Program to Support Strategic Management 2022+, own resources.

## Operational Objective 7.5

### SYSTEMATIC BUILDING OF THE UNIVERSITY BRAND

Today's younger generation on one hand appreciates the benefits of scientific findings, but a career in science and technology isn't all that interesting to them. The cause may be poor experiences from their school education in given fields, or an unrealistic impression of technical professions. Education at all stages should support students in taking a deeper look into scientific work that has a wide span over areas of human research, from basics to applied research.

On the other hand, it is necessary among scientists and researchers to support pride and the desire to present one's results and achieved successes to the general public in a comprehensible manner. This leads to an increase in their social recognition and interest among students, and in the case of doctoral studies,

their potential colleagues. People working in science and research thus become brand ambassadors of both the university and their respective fields.

Public perception of the benefits of science and research is crucial to further development of the Moravian-Silesian Region and the Czech Republic. VSB-TUO has for many years been one of the major driving forces of the rebirth of the region, formerly focused on heavy industry, to other fields it addresses at the level of science and research – IT, mechanical engineering, new materials, environmental engineering, etc. In terms of the financial volume for performing contractual research, VSB-TUO is among the three most successful universities co-operating with industrial undertakings.

#### Changes we want to make

- » Increase the prestige of and public interest in results of science and research. To support the perception of the university as a leader in technological innovations.
- » To strengthen the need for presentation of its work within the scientific community and to provide the necessary prerequisites for popularising it.
- » To raise the interest of the entrepreneurial sphere in the results of science and research.
- » Support and recognition of exceptional results and their promotion.

- » Inclusion of partial promotional and popularization activities focused on building the brand into a unified marketing communications strategy.

#### Success indicator

- » Increase in the number of articles publicly published each year on the successes of VSB-TUO in the field of science and research from 20 to 40 articles.

#### Planned actions

- » Improvement of promotion of important or excellent science/research results, both published in prestigious magazines and applied. With applied results, place an emphasis on those having meaningful social impact. [SP MEYS: II.13 ]
- » To increase the abilities of scientists and researchers to promote their own exceptional results. [SP MEYS: II.8 / II.13 ]
- » Increasing the quality of presenting the results of science/research activity, e.g. thanks to the creation of an online magazine. [SP MEYS: II.13 ]
- » Active engagement of academics in communications regarding current social topics. Technical lectures available to the general public, including lectures from classic teaching. [SP MEYS: II.11 / II.14 ]
- » Co-operation with the media, engaging experts in selected topics, creation of press releases and other topics. [SP MEYS: II.13 ]
- » Preparation and production of video and photo content promoting the university. [SP MEYS: II.10 ]

#### Responsibility

- » Chancellor

#### Resources

Institutional Programme 2021/Program to Support Strategic Management 2022+, (Ministry of Education, Youth and Sport), Projects supporting internationalization, own resources.

## Operational Objective 7.6

### SUPPORT FOR THE ALUMNI GRADUATE NETWORK

Graduates have a natural interest in maintaining contact with their alma mater. They take a positive view of news about the university, they are happy to boast its successes, and often engage in teaching as external educators or thesis consultants. VSB-TUO has also for years organised Gold and Diamond Reunions, i.e. reunions of graduates fifty and sixty years after graduation.

Efforts within the ALUMNI Graduate Network will co-operate with faculties, which have a better opportunity to address students, to concentrate on recruitment of new members. Interest among graduates in registering in the network will be supported by a bonus programme of benefits, to be expanded further.

There will also be a new focus on a specific group of foreign graduates. These are on one hand foreigners who study at VSB-TUO during short-term or long-term visits and those originally from the Czech Republic who have gone abroad for work or additional study. All of them are important ambassadors with real experience with the university and the potential to attract new students. Surveys will also continue among graduates and the companies that employ these graduates.

Along with the presentation of the ALUMNI Graduate Network, the VSB-TUO Career Centre will also be promoted, particularly in relation to employment during and after studies and other activities.

### Changes we want to make

- » Stabilization of the number of members registered in the ALUMNI network while taking into account the number of graduates in the given years.
- » Active maintenance of contacts with network members for the needs of feedback on employment of VSB-TUO graduates in the labour market and on perception of the university, etc.
- » Expansion of the offering of benefits for network members.
- » Support when providing contacts to faculties for their graduates and promotion of faculty events among graduates.

### Success indicator

- » Each year at least 10% of fresh graduates register in the Alumni Graduate Network.

### Planned actions

- » Introduction of incentives to increase the number of memberships in the ALUMNI network. [SP MEYS: I.4.C / II.13 ]
- » Expansion of events for graduates within three years of graduation to include Career Centre activities, e.g. workshops and seminars, or meetings with employers. Or events for budding entrepreneurs, i.e. active assistance with starting a business. [SP MEYS: 1.C / I.4.C / II.3 / II.13 ]
- » Organisation of events for graduates, especially “Graduate Trail” and Gold Reunion for graduates 50 years after graduation. [SP MEYS: I.4.C / II.3 / II.13 ]
- » Regular update of the ALUMNI website in English, with the goal of attracting the attention of foreign graduates. [SP MEYS: I.4.A / I.4.C / II.3 ]

### Responsibility

- » Chancellor

### Resources

Institutional Programme 2021/Program to Support Strategic Management 2022+, own resources.

## Operational Objective 7.7

### IMPROVEMENT OF INTERNAL COMMUNICATIONS, STRENGTHENING SOLIDARITY AND SOCIAL RESPONSIBILITY

Building corporate culture, which involves increasing the mutual trust, solidarity, and loyalty of employees, is among the most important tasks of large employers with impacts in all areas of its activity. This undoubtedly also applies to VSB-TUO, which includes nearly 14,000 students and employees and tens of thousands of graduates.

Internal communications is a meaningful part of the corporate culture and daily processes. In light of contemporary information overload, it is necessary to work so that the processes for sharing information through internal communications are efficient, clear, and understandable for every employee and student. However, unified presentations provided externally also have an indispensable influence on how the university is perceived.

This is dependent on upholding appropriately established principles and elimination of “competitive rivalries” between the different parts of the university.

In previous years VSB-TUO received multiple awards for social responsibility at the regional and national level. The effort is to increase the performance of third-role activities oriented toward the external environment, including educational and popularization activities, as well as activities for the non-profit sector, development activities, humanitarian activities, and others. The approach to social responsibility must be deeply rooted and thereby become a natural part of all activities; only in this way will the university be capable of responding to crises and unpredictable societal demands.

#### Changes we want to make

- » Strengthening the solidarity and loyalty of employees and students.
- » Raising awareness among employees and the public about school activities in the area of social responsibility.
- » Decreasing the environmental footprint during all decision-making processes concerning operation of the university.

#### Success indicator

- » Defending regional or national honours for social responsibility, at least twice by 2027.

#### Planned actions

- » Simplify and increase efficiency of the flow of information – distinguishing between internal, operational, promotional, and other types of information. [SP MEYS: I.4.A / II.1 / II.2 ]
- » Internal presentation of the successes of the university using new formats. [SP MEYS: II.2 ]
- » Satisfaction surveys of students and employees, including evaluation of results and adoption of corrective measures. [SP MEYS: II.1 / II.2 ]
- » Continuing with university charity events (Blood Drive, “Technika jde na dřeň” Bone Marrow Donation Drive, TechnikaRun, and others), as well as support for engagement of students, employees, and graduates alike in social responsibility events organised by external entities. [SP MEYS: II.11 / II.12 / II.13 / II.14 ]
- » Establishment of the University Museum. [SP MEYS: II.10 / II.13 ]

#### Responsibility

- » Chancellor

#### Resources

Institutional Programme 2021/Program to Support Strategic Management 2022+, own resources.



## Strategic Objective 8

### INTERNATIONALIZATION

#### Reasons for objective

VSB-TUO is a university with a developed international environment due mainly to the large number of foreign students. VSB-TUO is aware of the challenges and barriers of the adaptation process, and therefore seeks to create an inviting and supportive environment for students through the university's International Contact Point, International Offices at individual faculties, and co-operation with student organisations. The goal is to raise the attractiveness of VSB-TUO for foreign students and to improve awareness of its study opportunities. The university is also striving to increase the number of experienced foreign academics and R&D researchers in order to strengthen its academic and R&D capacities, in particular

through the integration of new approaches and knowledge. This will also contribute to the region's development, as some of these international students or staff may remain in the region permanently. VSB-TUO supports the international mobility of students, academics, and non-academic employees, develops modern forms of mobilities such as virtual and "blended" mobility, and is working to implement their paperless administration. The goal is also to achieve greater engagement of the university in major education and R&D projects in Europe and elsewhere in the world. Thus a strategy has been developed for co-operation and partnership with foreign academic and research institutions.

#### Key success indicator

- » Total number of mobilities per year.



## Strategic Objective 8

### Internacionalization



#### Operational Objective 8.1

Increasing the number of study abroad trips and practical internships available to students outside Europe

Support of foreign mobilities by means of short-term and long-term foreign study abroad trips and practical internships for students of bachelor's, master's and doctoral programmes. A scholarship will help increase the number of students taking advantage of foreign mobility, which will bring them technical knowledge and language skills and improve their future position in the labour market.



#### Operational Objective 8.2

Increasing support of short-term internships for foreign students

The main goal is to increase support for short-term internships at the university by means of the Georgius Agricola Scholarship. Students receive financial support that will cover expenses during their stay for accommodation, meals, transportation, and possibly insurance. VSB-TUO uses the scholarship to attract foreign students, thus increasing its appeal. The scholarship is a tool for negotiating reciprocal benefits for foreign internships for students of VSB-TUO



#### Operational Objective 8.3

Increasing the number of foreign students by means of scholarships for self-payers

This operational objective should support and develop recruitment of foreign self-paying students, and thus increase the number of those who study in English at the individual faculties of VSB-TUO. The scholarship makes the offer for studies in English more attractive. A motivational scholarship is intended for foreign applicants for presentational study of a bachelor's or postgraduate programme and should attract talented, high-quality students from around the world.



#### Operational Objective 8.4

Increasing the R&D potential of the university in the form of international visits for postdoctoral researchers (postdocs) and associate professors

Support for researchers of VSB-TUO when staying at leading international facilities (in the EU and beyond). The goal is to gain new experience, contacts, and professional development. During selection, emphasis will be placed on beginning (postdocs) and experienced employees (associate professors), who can habilitate or embark upon their professorship upon their return to VSB-TUO. Contact with a foreign workplace will also strengthen the R&D capacity of the university and will lead to an increase in the number of publications, projects submitted, etc.



#### Operational Objective 8.5

Support for visits by high-quality foreign researchers in order to strengthen the R&D potential of the university

Researchers visiting from leading foreign workplaces are key for developing and improving R&D results at VSB-TUO. Connecting international scientists with specialist teams is essential for quality collaboration, as are predefined outputs and their supervision. Support includes covering travel expenses, an allowance for accommodations in the Czech Republic, per diem, and will serve as additional financing for the host facility.

## Strategic Objective 8

### Internacionalization



#### Operational Objective 8.6

##### Introduction of paperless administration of student mobilities

The transformation to paperless administration of student exchange visits is in line with the idea of enhancing digitalization of internal university processes. Creating online documents and sharing selected student data with a foreign institution will simplify the preparation, progress, and completion of exchange visits of students from international universities and foreign students at VSB-TUO. IS Edison will be used for this purpose and secure data transfer will be made possible.



#### Operational Objective 8.7

##### Setting up elements of virtual mobilities

Foreign mobilities (study visits and practical internships) are undergoing a change related to the openness and availability of today's world. Students and employees carefully consider where to go, but the numbers of such stays abroad are not high. Virtual (blended) mobilities represent an attractive possibility for connecting study and teaching, while staying at home for part of the time. Introducing a blended mobility system will require modifications of both technical and administrative settings.



#### Operational Objective 8.8

##### Increasing recruitment of foreign students using digital tools

Expansion of recruitment of foreign applicants will lead to increasing the number of foreign full-degree students studying at the individual faculties of VSB-TUO in English. Increasing their number will contribute to the gradual improvement of the standard of English language teaching and the creation of an international environment on campus. Currently digital student recruitment tools include college websites, recruitment agencies, and the CRM database, which enables effective communication with potential enrolment applicants.



#### Operational Objective 8.9

##### Creation of an inviting and supportive environment for foreign students and employees

The International Contact Point office provides support for foreign students and employees. The main purpose of the activities of this office is for foreigners to find a welcoming place at the university where they can obtain information, assistance when resolving a difficult situation, or advice in matters concerning their stay in the Czech Republic. All of this will also help them more easily adapt to the environment of the university campus and Czech society. An essential part of integrating foreigners is the activity of the Erasmus Student Network at VSB-TUO.



#### Operational Objective 8.10

##### Enhancing the integration of foreign students and employees

For a successful stay, foreign students and employees must acquire specific soft skills. The purpose of the courses designed for them will therefore be to broaden their understanding of life in Czech society and in the context of Czech culture. Applicants also orient themselves in basic employment and social matters. The courses will facilitate the incorporation of foreigners into the environment of the university campus, and their subsequent integration into Czech society. They will also include training in soft skills, an offer for the services of a coach or mentor, etc.



## Strategic Objective 8

### Internacionalization



#### Operational Objective 8.11

##### Improvement of language skills of foreign students and employees

Better knowledge of foreign languages used for communication at the university will make everyday life easier not only for foreign students and employees, but also for their Czech colleagues. The offer of a Czech language course for foreign employees will lead to their full-fledged involvement in ordinary life and Czech society. English language courses designed for students in particular will assist them in successfully managing their studies and greater socialization in the international environment.



#### Operational Objective 8.12

##### Establishing and developing international co-operation through active networking

Developing employee mobilities represents a key component of the internationalization of the university. Thanks to the support of work trips to third countries, employees will be able to develop existing relationships, enter into new partnerships with a larger number of institutions, collaborate and share examples of good practice, submit joint projects, etc. It will be possible to gain new applicants for enrolment or to send students to attractive destinations.





## Operational Objective 8.1

### INCREASING THE NUMBER OF STUDY ABROAD TRIPS AND PRACTICAL INTERNSHIPS AVAILABLE TO STUDENTS OUTSIDE EUROPE

VSB-TUO's internationalization strategy is a key point for the growth of the university on an international level. Co-operation with quality partners contributes to exchange of experiences and information in areas of common interest and to the creation and execution of joint projects. Participating in projects allows for the monitoring of trends in science, research, and innovation and the confrontation of trends in the Czech Republic with the current scene in other countries. An integral part of the objective is the execution of new agreements with prestigious foreign institutions, which will strengthen international relations. This operational objective contributes to the fulfilment of the individual priorities of VSB-TUO.

Students complete study visits or practical internships at foreign universities or in businesses and institutions from the private sector,

both in Europe and beyond. Financial support is intended for those who focus on the above mobilities outside the EU, who select summer or winter schools in or out of Europe, or who opt for vocational, language and other educational courses. The aim is to achieve a larger number of departing students in order to increase the quality of their knowledge, better language preparation, and higher placement in their subsequent professional life. For the future direction of the university, it is important to enter into multiple bilateral agreements, and to contribute to networking and the international interconnection of specialist facilities. This will also lead to higher quality in the work of individual research teams, departments, centres, etc.

#### Changes we want to make

- » Better placement of students in their work life thanks to having experienced stays abroad.
- » VSB-TUO is a sought-after partner for new bilateral agreements.
- » Ensuring sufficient financing of student mobilities.
- » Contacts between specialised facilities at the international level are improved and solidified.

#### Success indicator

- » Total increase of 40% in the number of inter-institutional agreements.
- » A total increase of 20% in the number of students sent out on mobilities.

#### Planned actions

- » Execution of new bilateral agreements and their regular review. [SP MEYS: I.1.B / I.5.B ]
- » Creation of a plan and promotion of mobilities, which leads to greater awareness among students. Resources used may include access to lessons, publishing important information on the university website and social networks of VSB-TUO, and individual consultation of student trips abroad with faculty coordinators. [SP MEYS: I.1.B / I.5.B ]
- » Increasing digitalization leads to less paperwork and more comfort for students. [SP MEYS: I.1.B / I.3.A / I.5.B ]

#### Responsibility

- » Vice Rector for study affairs

#### Resources

Institutional Programme 2021/Program to Support Strategic Management 2022+, Ministry of Education, Youth and Sport, own resources.

## Operational Objective 8.2

### INCREASING SUPPORT OF SHORT-TERM INTERNSHIPS FOR FOREIGN STUDENTS

The Georgius Agricola Scholarship is designed to help with costs associated with internships lasting from one to four months or with short-term foreign exchange programmes for students in bachelor's, master's and doctoral programmes at VSB-TUO. It also serves as motivation to give preference to an internship at VSB-TUO despite competition from other universities. The exchange programme is focused mainly on completing selected subjects, producing a project, seminar work, or part of a graduate thesis, or working an internship. Thanks to the Georgius Agricola Scholarship, the university has succeeded in heightening its visibility at other institutions and thus promoting the interest of foreign students in a short-term programme. The scholarship also acts as motivation when establishing new bilateral agreements and when negotiating similar advantages for VSB-TUO students.

The goal of the tool is to further increase the number of foreign students participating in short-term internships at the university. Students of foreign partner universities may apply for it, if they have not already received a scholarship from international or national programmes. The social aspect also plays a key role, as students from developing countries are often awarded the scholarship. It is a prestigious scholarship to win that increases the opportunities for winners to find future placement. The scholarship is understood to be reciprocal in nature, such that the partner university often financially supports foreign internships of VSB-TUO students.

#### Changes we want to make

- » VSB-TUO is an attractive university for short-term mobility programmes for foreign students.
- » Reciprocal support takes place through a scholarship for VSB-TUO students at new partner universities.

#### Success indicator

- » Total increase of 30% of the number of short-term mobilities from partner universities.

#### Planned actions

- » Preparing and executing a plan to promote the Georgius Agricola Scholarship to partner universities. [SP MEYS: I.4.A / I.4.B / I.4.C / I.5.B ]

#### Responsibility

- » Vice Rector for study affairs

#### Resources

Institutional Programme 2021/Program to Support Strategic Management 2022+, own resources.

## Operational Objective 8.3

### INCREASING THE NUMBER OF FOREIGN STUDENTS THROUGH SCHOLARSHIPS FOR SELF-PAYERS

An integral part of the internationalization of VSB-TUO is to share examples of best practices for expanding the offering of study programmes taught in a foreign language and increasing their appeal to foreign students. This will also enhance the competitiveness and prestige of the university. A scholarship for self-payers is another tool by which the university wishes to appeal to foreign students and provide them with a reason to study at VSB-TUO. This is because they are unquestionably bearers of quality and talent, who can help expand the horizons and knowledge of domestic students. Some of them may then motivate such domestic students to go abroad. Last but not least, foreign students are a source of income that

contributes substantially to the university for improving the quality of education.

A two-round selection procedure will be part of the process leading to the awarding of a scholarship. In the first round, the scholarship applicant will submit the required documents by the deadline. In their cover letter, the students mention their study results and future goals relating to the selected field of study. If students meet the formal requirements of the first round of the selection procedure, they will continue to the second round. After fulfilment of all conditions, selected students will be awarded the scholarship.

#### Changes we want to make

- » VSB-TUO is perceived as an attractive university for foreign self-payers.
- » The number of newly enrolled, foreign, self-paying students grows each year at all faculties and in all types of study (bachelor's, master's and doctoral).

#### Success indicator

- » Year-on-year growth of 10% in the number of applications from foreign self-paying students.

#### Planned actions

- » Determine the conditions of the selection procedure and criteria for selecting students or applicants for enrolment who will be awarded the scholarship for self-payers. [SP MEYS: I.4.A / I.4.B / I.4.C ]
- » Creation and implementation of a plan for informing about the scholarship for self-payers on websites and social networks across faculties, and sharing it with partner recruitment agencies. [SP MEYS: I.4.A / I.4.B / I.4.C ]

#### Responsibility

- » Vice Rector for study affairs

#### Resources

Institutional Programme 2021/Program to Support Strategic Management 2022+, Ministry of Education, Youth and Sport, own resources.

## Operational Objective 8.4

### INCREASING THE R&D POTENTIAL OF THE UNIVERSITY IN THE FORM OF INTERNATIONAL VISITS FOR POSTDOCTORAL RESEARCHERS AND ASSOCIATE PROFESSORS

The R&D capacity of VSB-TUO can be increased e.g. in the form of researchers travelling abroad. At top international workplaces across the globe, they can expand their professional qualifications, gain new contacts, participate in the work of local research teams, collaborate on preparation of projects for the home and hosting institution, etc. The number of trips abroad over the short and medium term is not large, so it is VSB-TUO's ambition to motivate researchers towards an active approach to foreign mobility. Increasing the number of trips also brings increases in the quality and quantity of R&D results.

According to predetermined criteria, beginning (postdoc) and experienced (associate professor) researchers will be selected to travel abroad. This stay abroad will constitute

appropriate preparation for commencing habilitation or professorship, and movement into a scientific career for those involved. Conditions for selection are predetermined to ensure equal opportunities for all. VSB-TUO will co-finance such stays and financing will be supplemented by the faculties and centres sending their employees abroad. There will then be active work performed with participants of mobilities, their experiences will be shared and the results of their visits popularized. They will be true ambassadors of VSB-TUO, both during their stay abroad and after.

Services will be prepared prior to departure (obtaining a visa, family relocation, etc.) An employee of the International Contact Point will be available for this purpose.

#### Changes we want to make

- » VSB-TUO is perceived as an attractive employer that provides its researchers an opportunity for professional growth.
- » Increase in the number of foreign trips of R&D employees.

- » Thanks to the stay of researchers abroad, the university is involved in international networks and consortia. The number of submitted project requests has grown.
- » VSB-TUO ranks among the leaders in assessing R&D.

#### Success indicator

- » Year-on-year growth of 10% in the number of supported trips for researchers and academics.

#### Planned actions

- » Creation and implementation of a plan for promoting the offering of research stays abroad. [SP MEYS: I.1.B / I.1.C / I.5.B ]
- » Setting up a system for supporting trips of VSB-TUO researchers by co-financing their stay abroad. [SP MEYS: I.1.B / I.1.C / I.5.B ]
- » Introduction of efficient co-operation and communication with the dispatching facilities (faculties, R&D centres) and foreign institutions. [SP MEYS: I.1.B / I.1.C / I.5.B ]
- » Determining rules for selection and conditions for financing researchers, including a system for evaluating their stay abroad. [SP MEYS: I.1.B / I.1.C / I.5.B ]

#### Responsibility

- » Vice Rector for R&D

#### Resources

Institutional Programme 2021/Program to Support Strategic Management 2022+, Ministry of Education, Youth and Sport, own resources.



## Operational Objective 8.5

### SUPPORT FOR VISITS BY HIGH-QUALITY FOREIGN RESEARCHERS IN ORDER TO STRENGTHEN THE R&D POTENTIAL OF THE UNIVERSITY

Development and strengthening R&D results is a strategic objective of VSB-TUO to which quality foreign researchers also contribute. Their number at the university is continually rising, but still has not achieved the level of European workplaces of comparable size. An increase in their number would also bring with it an increase in the quality and potential for improving the R&D results of the entire VSB-TUO.

The goal is to attract foreign experts to the university and support their stay in the Czech Republic. This will consist of selected experts spending a pre-arranged term, up to a maximum of 12 months, at VSB-TUO. The university will co-finance the expert's stay for this period by paying the host facility (faculty, centre). A selection procedure will be carried out, outputs of the research stay will be precisely defined and checked at the end of the stay. The presence of foreign experts will lead to more

active networking of employees of VSB-TUO and specialist teams and facilities. There will be an increase in the number of publications with a foreign co-author, submission of project proposals, active co-operation with the expert's home institution, possibilities of research stays for VSB-TUO employees at the expert's home institution, etc.

Services will be prepared for foreign researchers (accompaniment to government offices, the Ministry of the Interior and Immigration Department, or to the doctor, bank, or insurance company, assistance with family relocation and selection of kindergartens or schools, Czech language courses, etc.) with a focus on helping them adapt to the Czech environment. An employee will be available for this purpose, whose sole job description will be to care for foreign employees.

#### Changes we want to make

- » VSB-TUO is perceived as an attractive university that gives foreign researchers an opportunity for growth.
- » The number of foreign researchers has grown.

- » VSB-TUO researchers publish with a foreign co-author to a greater extent.
- » Thanks to the presence of researchers abroad, the university is involved in international networks and consortia. The number of submitted project requests has grown.
- » Appropriate conditions have been created for arriving foreign employees and their families for working and living in the Czech Republic.

#### Success indicator

- » Year-on-year growth of 5% in the number of supported visits by foreign researchers and academics.

#### Planned actions

- » Creation and implementation of a plan to promote the offer for research stays at VSB-TUO. Setting up a system for supporting visits by foreign researchers by co-financing their stay at VSB-TUO. [SP MEYS: I.4.B ]
- » Establishment of more efficient co-operation between foreign researchers and receiving workplaces (faculties, R&D centres). [ SP MEYS: I.4.B ]
- » Determination of rules for selection and conditions of financing foreign researchers, including an evaluation system of outputs. [SP MEYS: I.4.B ]

#### Responsibility

- » Vice Rector for R&D

#### Resources

Institutional Programme 2021/Program to Support Strategic Management 2022+, Ministry of Education, Youth and Sport, own resources.

## Operational Objective 8.6

### INTRODUCTION OF PAPERLESS ADMINISTRATION OF STUDENT MOBILITIES

A priority of VSB-TUO is to efficiently manage and use its capacities, which is also essential for the area of internationalization. Given the great distances from partner universities and other institutions, digital communication between partners is not only effective, but oftentimes the only option due to time constraints. Exchange stays of students and staff form the foundation of every instance of international co-operation, so its successful administration is crucial. In the given area, VSB-TUO continues to handle an accumulation of paper documents instead of full digitalization. Given the agenda of the Erasmus programme in the programme period from 2021 to 2027, whose main goals are compatible with enhanced digitalization, major demands will be placed on VSB-TUO in this respect. Mobilities will have to be measured

exclusively digitally, with the goal of creating a fully paperless process (under the motto Erasmus without paper). With the transition to digital communication connected to the platform of the European Commission (Dashboard), safe data exchange will be ensured in compliance with the GDPR, as well as automatic sending of the necessary information to EC tools.

Through digitalization of their stay, students gain an uninterrupted information service about the entire life cycle of their mobility. According to the EC plan, another integral part will be the use of the ERASMUS+ APP 2.0. Then with the help of the European Student Card, a unified point of contact will emerge where students can easily handle any administrative matters related to the period of mobility.

#### Changes we want to make

- » The university administers exchange trips digitally and in full compliance with EC requirements.
- » Co-operation with partner universities is based on paperless communication, where documents of a contractual nature are executed electronically.
- » IS Edison is connected to the European Dashboard, ensuring the transfer of information necessary for administering mobilities.

- » The results of internships can be submitted and collected electronically.
- » The university ensures the transmission of information and connection to existing systems and platforms.

#### Success indicator

- » The total number of mobilities administered paperlessly will be at least 900.
- » The overall number of electronically executed bilateral agreements (Interinstitutional Agreements) will be at least 500.

#### Planned actions

- » Creation of a fully electronic mobility administration system (study stays and practical internships). [SP MEYS: I.1.B / I.3.A ]
- » Mapping and use of available digital tools for administration of mobilities. [SP MEYS: I.1.B / I.3.A ]
- » Creation of a functioning digital system of international co-operation. [SP MEYS: I.1.B / I.3.A ]
- » Commencement of the process of entering into bilateral agreements using digital instruments. [SP MEYS: I.1.B / I.3.A ]
- » Introduction of a unified format for receiving and submitting student results (Transcript of Records) paperlessly. [ SP MEYS: I.1.B / I.3.A ]

#### Responsibility

- » Vice rector for study affairs, Bursar

#### Resources

Institutional Programme 2021/Program to Support Strategic Management 2022+, Centralised Development Programme, own resources.

## Operational Objective 8.7

### SETTING UP ELEMENTS OF VIRTUAL MOBILITIES

Foreign exchange visits by students and employees are a major benefit that VSB-TUO offers. And yet the system of virtual (blended) mobilities involves a high technical demand, whether due to setup, equipment, or user capabilities. It will also place higher demands on administration of the stay, which must be precisely set up due to the financing of the physical mobility. It will be necessary to explain the differences between mobility “from home” and a trip abroad. A combination of options where a student or employee is first at home, then travels abroad, thus incorporating both virtual and physical mobility, provides a good opportunity to increase the number of trips abroad.

It is necessary to approach blended mobilities cautiously, because they are not supposed to replace physical mobilities, but only complement them appropriately. The classic foreign

visit always brings indisputable added value. During such a visit it is possible to actively utilise and perfect knowledge of a foreign language, as well as perceive the culture and differences of the given country. Selected activities (conferences, seminars, live transmissions, meetings with supervisors, etc.) can be performed partially online, and offer decent financial savings by doing so. Certain actions (e.g. visiting a laboratory, practical training, etc.) can only be performed in person.

Virtual mobilities facilitate access for persons with specific needs and more greatly involves them in their exchange. The objective is fully in compliance with the enhanced digitalization of the university, an environmentally friendly approach, and also takes into account the current priorities of the EU.

#### Changes we want to make

- » The university is capable of administering exchange visits by students and employees who do not physically go abroad, but rather experience so-called virtual (blended) mobility.
- » Co-operation with partner universities is founded on new ways to take part in a lesson, practical internships.

- » VSB-TUO offers a combination of physical and virtual mobility, during which the true physical mobility will be shorter.
- » Persons with specific needs have a greater chance to engage in international mobilities.

#### Success indicator

- » Introduction of virtual and combined mobilities with year-on-year growth of at least 10%.

#### Planned actions

- » Creation of technical facilities for administration of virtual mobility. [SP MEYS: I.1.B ]
- » Training of employees working with trips abroad. [SP MEYS: I.1.B ]
- » Ascertaining equipment necessary for implementing mobilities at the university. [SP MEYS: I.1.B ]
- » Elaborating a virtual mobility promotion plan, explaining the differences and benefits for the participant. [SP MEYS: I.1.B ]
- » Setting up a selection procedure for virtual mobilities, administration of the entire mobility from application to completion. [SP MEYS: I.1.B ]
- » Implementing the combined mobility option, modifications in the information system. [SP MEYS: I.1.B ]
- » Increasing the competencies of participants of trips abroad so they are capable of successfully experiencing virtual mobility. [SP MEYS: I.1.B ]

#### Responsibility

- » Vice rector for study affairs, Bursar

#### Resources

Institutional Programme 2021/Program to Support Strategic Management 2022+, Centralised Development Programme, own resources.

## Operational Objective 8.8

### INCREASING RECRUITMENT OF FOREIGN STUDENTS USING DIGITAL TOOLS

College websites (e.g. Masterstudies.com, Educations.com, viva-mundo.com, and in part Times Higher Education) provide an overview of fields of study accredited in the English language. Up to six million applicants for enrolment visit these websites each month thanks to active marketing which is part of the service. Recruitment agencies in selected destinations will actively address potential students, and thanks to close co-operation with the university, will provide it with applicants for enrolment who already have the formal particulars prepared as needed for admission.

Enrolment applicants including those obtained from college websites and those obtained through recruitment agencies are registered in the CRM (Customer Relations Management) database that has been used by VSB-TUO for

some time. This database is administered externally, it enables registration of all contacts, i.e. potential enrolment applicants, and traces where the applicant found out about studying at the university. Thanks to this database, it is possible to actively communicate with applicants, inform them of deadlines for the admissions process, and keep them interested.

The goal is for higher future numbers of foreign self-paying students using the services of college websites and recruitment agencies or other entities. Through them, current information will be provided to applicants on the study offering and contact will be established that will lead to the submitting of the student application and the start of the admissions procedure.

#### Changes we want to make

- » Expansion of international awareness of VSB-TUO and study in English at the university.
- » Achieving a high standard of teaching and quality of learning materials in English.
- » Strengthening the international dimension of the VSB-TUO campus and communication between students of different nationalities.

#### Success indicator

- » Year-on-year growth of at least 5% in the number of registered full-degree students.

#### Planned actions

- » Selection of appropriate tools for recruitment of foreign self-paying students and their gradual implementation. [SP MEYS: I.4.A / I.4.B ]
- » Annual update of study programmes offered in English at all levels of study (bachelor's, master's, doctoral) and on all websites currently in use. [SP MEYS: I.4.A / I.4.B ]
- » Creation and implementation of a plan for communicating with co-operating recruitment agencies and informing them about study programmes currently on offer. [SP MEYS: I.4.A / I.4.B ]

#### Responsibility

- » Vice rector for study affairs, Bursar

#### Resources

Institutional Programme 2021/Program to Support Strategic Management 2022+, Ministry of Education, Youth and Sport, own resources.



## Operational Objective 8.9

### CREATION OF AN INVITING AND SUPPORTIVE ENVIRONMENT FOR FOREIGN STUDENTS AND EMPLOYEES

One of the many tasks of internationalization is to provide an inviting and supportive environment for newly arriving and existing foreign students and employees. While working at VSB-TUO, or in Czech society, foreigners encounter situations every day that can be stressful and confusing due to their cultural customs. Employees of the International Contact Point (ICP) therefore wish to devote more attention to preventing these situations, mainly through awareness and preventative measures (accompanying foreigners to government offices, the Ministry of the Interior and Immigration Department, the doctor or bank, etc.).

The health and mental well-being of foreign students and employees will be addressed by providing psychological consultation and counselling services in English. Stress affiliated

with arriving to a new environment can bring foreigners difficult situations, which they may resolve through psychological consultations or other expert assistance.

Another task is to increase awareness of the services of the ICP office both among foreigners and among local university employees. The means of supporting the successful implementation of activities will include ICP promotional materials and video. Campaigns on social networks will also be utilised to inform about organised events.

Support will be provided to the activities of the student organisation ESN VSB-TUO, which assists arriving foreign students and functions on a volunteer basis.

#### Changes we want to make

- » Foreign students and employees are informed in detail about the services of the International Contact Point office.
- » In the environment of VSB-TUO, a feeling of solidarity has been formed between foreign students and employees.
- » The stay of foreign students and employees takes place in a state of mental well-being.
- » ESN VSB-TUO and its activities are supported by the university.

#### Success indicator

- » Increased numbers of foreign students studying in English and employees who utilise the offered activities of the ICP.

#### Planned actions

- » Surveys among foreigners in order to analyse the services provided by the ICP office, where at least 100 respondents take part in each survey. [SP MEYS: I.4.B ]
- » Growth in the number of contacts by 10% divided by the individual semesters in the monitored period. [SP MEYS: I.4.B ]
- » Mapping the satisfaction of foreigners with psychological consultations by means of surveys sent by a psychologist, and increase in the number of consultations by 20% compared to the previous year. [SP MEYS: I.4.B ]

#### Responsibility

- » Vice Rector for study affairs

#### Resources

Institutional Programme 2021/Program to Support Strategic Management 2022+, Ministry of Education, Youth and Sport, own resources.

## Operational Objective 8.10

### ENHANCING THE INTEGRATION OF FOREIGN STUDENTS AND EMPLOYEES

The main task of courses will be to equip incoming and existing foreign students and employees with abilities and knowledge that will facilitate their orientation in everyday life in Czech society. A stay in the Czech Republic brings with it a number of challenges. These include situations foreigners are not prepared for or to which they are accustomed to reacting differently in their country of origin than is customary in the host environment. Such moments may accumulate over time and a foreigner may encounter misunderstandings that can evoke confusion and stress. The services of the International Contact Point office will also be supplemented by training sessions conducted by internal and external trainers. Such training sessions will mainly address specific labour law situations, orientation in the Czech

educational system, or gaining or strengthening a wide range of soft skills. They will differ based on whether the target group is made up of students (e.g. how to write a CV and cover letter, how to prepare for the job interview, communications and presentation skills, etc.), or employees (e.g. employment law, tax consultation, etc.).

The university will offer a new type of service, and thereby open itself more to arriving foreigners who refine and adopt many skills during their studies or work. The added value of events will be to meet one another, build new bonds, and strengthen the feeling of solidarity with the university and the Czech Republic.

#### Changes we want to make

- » Welcoming conditions are created for the integration of foreign students and employees.
- » Foreign students and employees are informed in detail about the services of the VSB-TUO Career Centre.
- » Foreign students and employees have information about working for Czech employers, social support, education, and other socio-culturally related areas (tax system, informing on the educational system in the ČR).
- » Foreign students and employees gain new skills at VSB-TUO.

#### Success indicator

- » Increase in foreign students in EN programmes and foreign employees taking advantage of available activities.

#### Planned actions

- » Preparation of educational activities for foreigners, their active promotion, and recruitment of participants. [SP MEYS: I.4.B / I.4.C ]
- » Implementation of specialised seminars with a significant proportion of active engagement by foreigners (for socialisation and introductions, e.g. a course in writing a CV, cover letter, etc.). [SP MEYS: I.4.B / I.4.C ]
- » Implementation of specialised educational events on topics connected with the labour law system, social security law, education and other socio-cultural areas (tax system, information about the education system in the Czech Republic). [SP MEYS: I.4.B / I.4.C ]

#### Responsibility

- » Vice Rector for study affairs

#### Resources

Institutional Programme 2021/Program to Support Strategic Management 2022+, Ministry of Education, Youth and Sport, own resources.

## Operational Objective 8.11

### IMPROVEMENT OF LANGUAGE SKILLS OF FOREIGN STUDENTS AND EMPLOYEES

The Czech language courses offered will focus on intensive teaching at multiple levels of difficulty so that foreign employees may achieve a level no lower than A2 level per the Common European Framework of Reference for Languages (CEFRL). This language level allows for independent communication both at the workplace and in other common life situations. The course will involve development of all language skills, i.e. reading, writing, listening, speaking, and vocabulary oriented towards common situations the foreigner may encounter. Teaching will include familiarisation with Czech realities, the knowledge of which is essential for better orientation in the Czech environment.

Intensive English language courses for foreign students will take place mainly prior to the start of every semester. Their goal is to strengthen

and expand the language skills of students and facilitate their orientation at the university. Instruction in this course will be intended for students at the B1 or B2 CEFRL levels and will be geared towards development of all language skills, i.e. reading, writing, listening, speaking, and vocabulary oriented towards the academic environment. The knowledge attained will facilitate the course of study for students and its successful completion.

Both these courses assist in improving the integration of foreigners not only into academia, but also into Czech society. Solid language skills facilitate and streamline communication inside and outside the university, contribute to personal and professional development, and increase the satisfaction of these students at VSB-TUO.

#### Changes we want to make

- » Achieving a level of language skills for foreign students and employees that enables them to communicate independently in class and the workplace.
- » Foreign students and employees better and more easily orient themselves during their stay in the Czech Republic.
- » Communication between foreign employees or students and the university is efficient and takes place easily. Foreign students and employees are integrated into Czech society at a high level.

#### Success indicator

- » At least 8 participants will fill each implemented language course.

#### Planned actions

- » Preparation and active promotion of a series of language courses for foreign students and staff. [SP MEYS: I.4.B / I.4.C ]
- » Implementation of English and Czech language courses and deepening of participants' language skills to strengthen basic skills. [SP MEYS: I.1.A / I.4.B ]

#### Responsibility

- » Vice Rector for study affairs

#### Resources

Institutional Programme 2021/Program to Support Strategic Management 2022+, Ministry of Education, Youth and Sport, own resources.

## Operational Objective 8.12

### ESTABLISHING AND DEVELOPING INTERNATIONAL CO-OPERATION THROUGH ACTIVE NETWORKING

Development of student and employee mobility is one of the main priorities of internationalization. It is vital to support university employees (academics and technical or business employees), to take business trips also to countries not included under the Erasmus+ programme. The goal of these trips will be to support activities leading to the increased internationalization of the university and the acquisition of new co-operating partners or applicants for enrolment particularly from continents underrepresented on the list of partner institutions of VSB-TUO (North America, Australia, Oceania). These trips will be carried out in the form of employee travel for the purpose of teaching, establishing collaboration with new institutions or strengthening

existing relationships, whether educational, science/research, project-related, or other. Participants in trips will be able to draw inspiration and collaborate with partners from countries that are not supported as part of other European projects. Expansion of the network of friendly institutions not only enriches employees and their facilities, but also students of the university, who can select from trips to a large number of destinations. Active networking will take place with potential partners, leading to the development of co-operation in research and innovations and their preparation for submitting joint research projects. All this contributes to the more effective and innovative operation of the university as well.

#### Changes we want to make

- » Deepening co-operation with existing partner institutions in third countries (examples of good practice, projects, teaching, R&D).
- » Striking up co-operation with new third-country institutions.
- » All employees of VSB-TUO are informed in detail on the possibilities of foreign mobilities.

#### Success indicator

- » Year-on-year increase of at least 5% in the number of executed agreements.
- » Overall increase of at least 10% in the number of technical or economic employees sent on mobilities.

#### Planned actions

- » Elaboration and implementation of a plan for promotion and informing employees of the options for study abroad. [SP MEYS: I.1.B / I.1.C / I.4.A / I.5.B ]
- » Setting the rules for selection and its implementation at faculties and university facilities. [SP MEYS: I.1.B / I.1.C / I.4.A / I.5.B ]
- » Preparation, execution, and evaluation of work trips abroad of VSB-TUO employees to third countries. [SP MEYS: I.1.B / I.1.C / I.4.A / I.5.B ]

#### Responsibility

- » Vice Rector for study affairs

#### Resources

Institutional Programme 2021/Program to Support Strategic Management 2022+, Ministry of Education, Youth and Sport, own resources.



## COMPLIANCE WITH THE STRATEGIC PLAN OF MEYS

Strategic plan of MEYS / Strategic plan of VSB-TUO	To stabilise the number of students	To be a university with high level of employability of graduates in the field	To be a recognized centre of oriented research
Develop competencies directly relevant to life and practice in the 21st century			
Improve the availability and relevance of flexible forms of education			
Increase the efficiency and quality of doctoral studies			
Strengthen strategic management and effective use of research and development capacities and areas at universities			
Capacity building for strategic management of higher education			
Reduce the administrative burden on university staff so that they can fully devote themselves to their mission			
Internationalization strategy			

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To be an incubator for promising employees	To effectively manage and use the capacities of the university	To create a motivational environment for the development of personalities and teams	To change perception of the VSB-TUO brand internally an externally	Internationali- zation

# ANNEX 01

PRIORITY OBJECTIVES ACCORDING TO THE DECLARATION	BUDGET (in %)
<b>1. DEVELOPING COMPETENCES DIRECTLY RELEVANT TO LIFE AND PRACTICE IN THE 21<sup>ST</sup> CENTURY</b> 1.A To support the development of staff competencies for teaching and the creation of study programs 1.B Develop methods for ensuring the quality of education and validating learning outcomes 1.C Strengthen the connection of study to practice and preparation for future employment 1.D Further develop the professional profile of the study and strengthen its prestige 1.E Support the building of infrastructure for interactive methods of education and integration of students	20 %
<b>2. IMPROVE THE AVAILABILITY AND RELEVANCE OF FLEXIBLE FORMS OF EDUCATION</b> 2.A Strengthen the motivation of higher education institutions to develop the offer and innovate methods of flexible forms of education, including education provided online 2.C To enable better reconciliation of study with family and work life and to create conditions for successful study in a combined form 2.D Increase the use of distance learning methods in full-time study programs 2.E Improve the recognition of prior learning outcomes in further study 2.F Increase the information value of documents on the learning outcomes achieved in lifelong learning for employers 2.G Promote the offer of lifelong learning through career counseling provided to students and the general public and in cooperation with the Labor Office	16 %
<b>3. INCREASE THE EFFICIENCY AND QUALITY OF DOCTORAL STUDIES</b> 3.C Strengthen the quality, openness and internationalization of doctoral studies 3.D Improve the conditions for successful study, including support for reconciling study and family life, and strengthen the social integration of doctoral students	10 %
<b>5. BUILD CAPACITIES FOR STRATEGIC GOVERNANCE OF HIGHER EDUCATION</b> 5.B Strengthen strategic management at universities 5.D Strengthen strategic human resource management at universities	8 %



PRIORITY OBJECTIVES ACCORDING TO THE DECLARATION	BUDGET (in %)
<b>6. REDUCE THE ADMINISTRATIVE BURDEN OF UNIVERSITY STAFF IN ORDER TO FOLLOW IT'S MISSION</b> 6.A Simplify the transmission of information to public administration and improve the availability and circulation of information through the ongoing digitization of agendas 6.C Support the development of professional apparatus providing support services for academic staff and the running of schools	9 %
<b>INTERNATIONALIZATION OF UNIVERSITIES</b> <b>I.1 Development of global competencies of students and university staff</b> I.1.A Support for language and intercultural training of university students and staff I.1.B Development of international mobility of students and staff I.1.C Development of professional competencies of university staff in the field of internationalization <b>I.2. Internationalization of university study programs</b> I.2.A Increasing the number and quality of study programs offered in foreign languages and joint study programs I.2.B Inclusion of the international dimension in the structure of study programs, including the so-called mobility windows <b>I.3. Simplification of the process of recognition of foreign education</b> I.3.A Implementation of automatic recognition of education and study results abroad <b>I.4. Creating an international environment at universities and promotion abroad</b> I.4.A Support for the development of international marketing of universities and the Czech Republic I.4.B Development of services offered to foreign students and staff I.4.C Work with foreign students and graduates <b>I.5. Strengthening the strategic management of internationalization</b> I.5.A Support for comprehensive internationalization at the institutional level I.5.B Support for international cooperation of strategic partnerships and membership in international networks / organizations	17 %



PRIORITY OBJECTIVES ACCORDING TO THE DECLARATION	BUDGET (in %)
<p><b>OTHER PRIORITY OBJECTIVES OF SZVŠ falling under the following areas:</b></p> <p>II.1 Adapting the design of study and support services to the changing characteristics of applicants; career counseling and information support for applicants in choosing study programs;</p> <p>II.2 Responses to social, economic (including the need to work in the study to cover basic living costs), cultural, geographical, health and other barriers to access to and success in the study; support for students with special needs;</p> <p>II.3 Community dimension of universities; strengthening university identity sharing; social integration of students as a prevention of study failure; development of students' social capital;</p> <p>II.4 Support for particularly gifted students;</p> <p>II.5 Mental health of university students and staff, including burnout;</p> <p>II.6 Solving the problem of enrollment in studies only for the purpose of obtaining student benefits, the so-called „dead souls“ among students;</p> <p>II.7 Development of students' entrepreneurship; support for start-ups and spin-offs;</p> <p>II.8 Sport and the development of the physical culture of students and staff as part of the mission of universities;</p> <p>II.9 Valorisation of knowledge and its transfer into practice; technology transfer; the role of universities in promoting innovation;</p> <p>II.10 Availability of the results of creative activities to the general public; popularization of science;</p> <p>II.11 Use of professional background of universities for solving social problems; the involvement of universities in the life of civil society and the support of civic activities of workers and students; volunteering;</p> <p>II.12 Universities of the third age and active life of seniors as part of a university mission;</p> <p>II.13 Regional activities of higher education institutions and activities supporting the retention of qualified persons in structurally disadvantaged regions;</p> <p>II.14 Contribution of universities to adaptation to climate change and ecological aspects of their operation, incl. reducing the carbon footprint.</p>	20 %
<b>IN SUM</b>	<b>100 %</b>
<b>OF WHICH INVESTMENT RESOURCES</b>	<b>15 %</b>



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STRATEGIC PLAN OF VSB-TUO 2021 — 2027

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